# Business is People

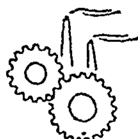
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# Business is People

Introduction
by
S. Moolgaokar



योग कर्मसु कौशलम्

National Productivity Council, India
38 Golf Links
New Delhi
1964

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# *MESSAGE*



*from* Shri Nityanand Kanungo

Minister for Industry
and President
National Productivity
Council

I welcome the publication of this little book by the National Productivity Council in collaboration with the Tata Engineering & Locomotive Company. In a simple, imaginative and entertaining style, the book deals with a subject of vital importance not only to industry but also to public administration and other organisations where people congregate to work. Supervision, direction and control of their work raise problems of their getting along with colleagues, superiors and subordinates and performing their tasks with enthusiasm, devotion, discipline and satisfaction to themselves and others. As the seed of effective work lies in the mind of man, good human relations are basic to a high level of productivity in any organisation. While we are fast expanding our economy, we cannot claim that we are making the most effective use of our resources. To the extent that the quality of human relations influences productivity, this book highlights the importance and is bound to promote understanding of the principles and practice of good human relations and their significance for the progress and prosperity of the nation.

N. Kanungo.

March 1964

(Nityanand Kanungo)

THE NATIONAL PRODUCTIVITY COUNCIL HAS PLEASURE IN collaborating with the Tata Engineering & Locomotive Company in publishing this book which has already been widely acclaimed both in India and abroad. The book is a contribution to the objectives of the Council, which are to increase national wealth and standards of living through promoting consciousness and application of productivity techniques in industry and other spheres of the national economy.

The National Productivity Council is an autonomous body sponsored and financed by the Government of India. It has on it representatives of the Central Government, organisations of employers and labour, local productivity councils and professional bodies. Operating through six regional directorates and 45 local productivity councils, NPC seeks to enhance productivity by means of training of management personnel and trade union leaders and conducting productivity surveys designed to discover and implement improvements in management and operational practices.

Staffed with about 50 specialists in industrial engineering, industrial management, production management, quality control, cost and budgetary control, personnel management, and other areas, the Council attempts to demonstrate the value and validity of productivity concepts and techniques. In doing so, it lays particular stress on the importance of the human factor in productivity. The Council has been specially interested in this book as it brings out the importance of the human factor and suggests simple principles of handling the complex make-up of human nature in its reactions to work as a co-operative and creative endeavour.

The Council is thankful to the Tata Engineering & Locomotive Company for the collaboration which the publication of this book represents. Promotion of productivity is essentially a

collaborative effort and we hope this publication will be the beginning of a process of drawing upon the rich fund of ideas and experience which are inherent in modern management.

(N. K. Bhojwani)
Executive Director
National Productivity Council

New Delhi
March 1964

# INTRODUCTION

I am happy to introduce "Business is People" to our supervisors. I found the cartoons amusing; and the message is simple and direct and it avoids words such as "Industrial Psychology" and "Industrial Relations". It is quite the fashion nowadays to use this jargon in such a manner as though these words imply that no one before has ever recognised a problem in this field or has tried to solve it. Management has always been concerned with human beings and no good management can ever afford to get out of touch with them.

The management of machines is a simpler and less troublesome task than the management of men. Without sound and good human leadership, technical prowess is not going to get us very far. Over the years I have found that variations in the quality of leadership can affect profoundly the output of a shop or a plant. Good leadership can easily carry output well above normal. Bad leadership, however, can drop output further below normal than good leadership can ever carry it above.

Most of us have had to learn the hard way. Leadership is something which we cannot learn from a book. But a little guidance in these matters is all to the good. "Business is People" contains a large number of useful hints. It is certainly not going to solve our problems. But I found this booklet relevant to our day to day work and also quite useful. I hope you will also find it so.

S. Moolgaokar

(S. Moolgaokar)
Director-in-Charge
Tata Engineering & Locomotive Co. Ltd.

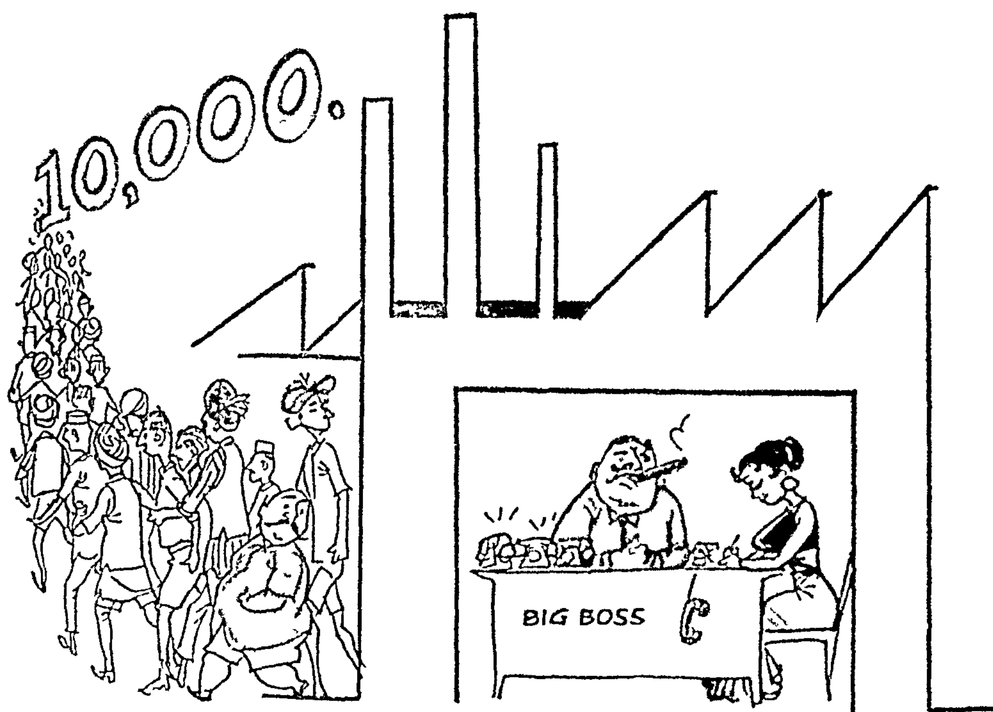
[*As written for the book when first published in 1962*]

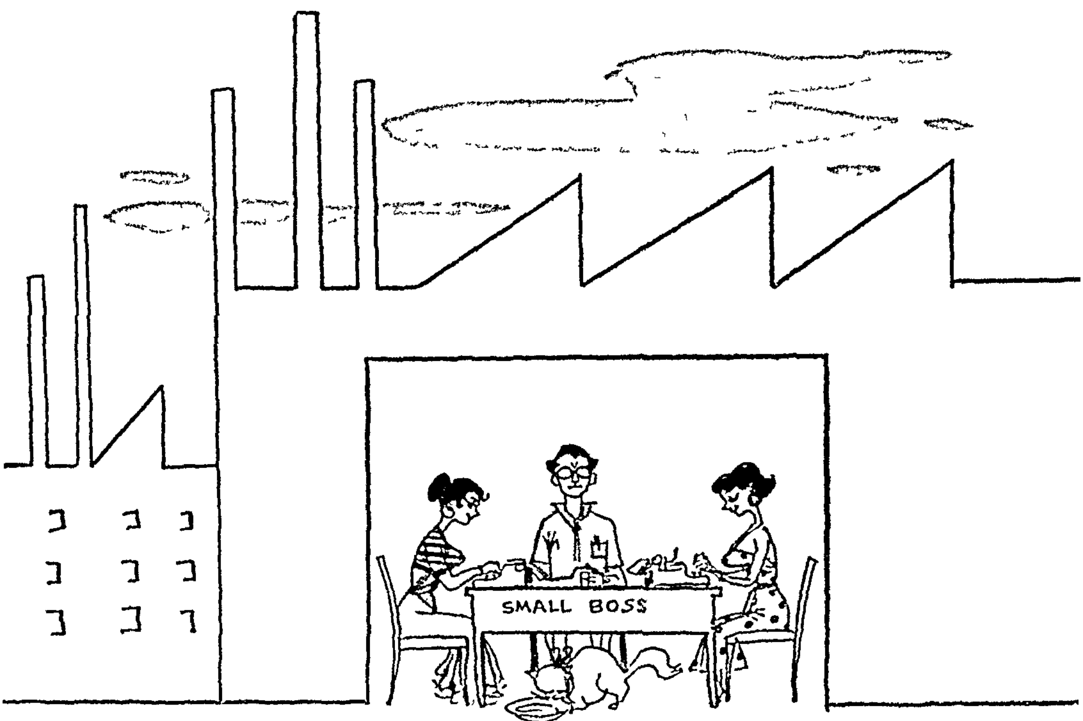


## HAWAII OR NEW YORK

Whether you are among the palm-trees and shimmering white sands of the Hawaii islands or among the skyscrapers of New York, you just can't get away from people. In the last analysis everything is concerned with people. This booklet is all about people.

TEN THOUSAND PEOPLE—






## OR TWO PEOPLE. .

You still have to know how to handle people if you want your show to run properly.

ALL OVER—



—It's all very well living in a cave as a hermit. But the days of the ancient cavemen are now all over. Whether you like it or not, we have nowadays to deal with people. We cannot get away from them. So the more we understand about people, the better will we be able to get along.

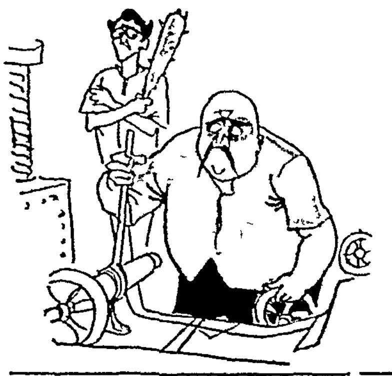
## YOU SHOULD REMEMBER...

. most big bosses have themselves risen up because they have realised the importance of good human relations. They, in their turn, keep a sharp look out for the supervisor who is good with people. They realise that such a supervisor is the type of person they must have if they have a vacancy. It is clear: skill at handling people means promotion higher up.



## NOT THIS WAY—

Fear is the crudest motive *for getting someone to* work and probably the worst. If fear is the dominating factor it will take away all initiative from a worker. He will only think of doing just that much to avoid the whip.



## BUT THIS WAY

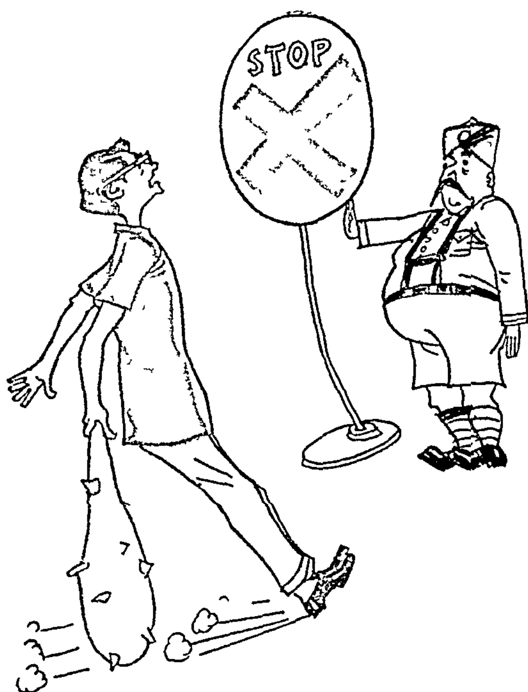


Look how happy Ram looks. Ram wants to turn out more production; he has respect for his boss; loyalty for him. His boss is a good leader. So he gets good production.




## THINGS RAM WANTS—

He wants to put his savings in land in his native village for the time when he will have to retire. He wants to give a better chance to his children than he himself has had. He wants to buy a motor scooter just as his supervisor has done. Ram is an individual. He wants to get on just as much as you do.




## STOP..

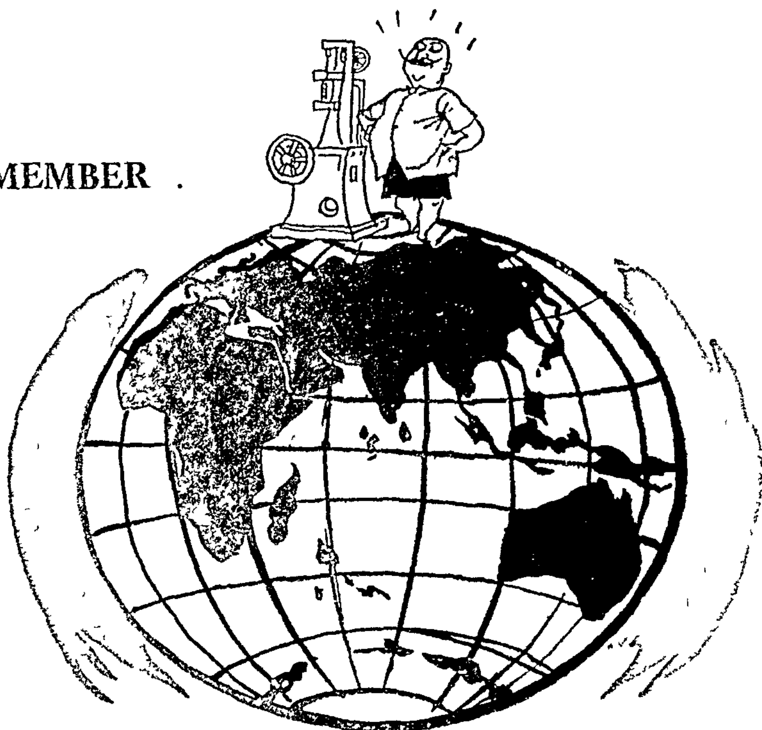
exercise self control. We all feel like that sometimes. After all we are only human. Sometimes we like to bawl out and hit someone on his head but it's the worst possible thing to do. Take it easy. Don't rush into it. Cool off first and then get going A harsh word spoken or harsh action taken in the heat of the moment can do untold harm.

## TAKE IT EASY




Ram has been a bad boy. He has been late a number of times and he has turned out many rejections. But his supervisor has plenty of experience. He starts off by talking about Ram's capabilities. Ram is only human. He eases up. After say 10 minutes the scene is set, and Ram is in a mood to listen. Don't rush in to do battle.

REMEMBER .



. The most important man in Ram's world is he himself. It doesn't matter what Ram's job might be—may be cleaning lavatories, may be working as a Helper, may be a Crane man, may be collecting garbage But as far as Ram is concerned, the important things in the world are those which affect his own life Remember, Ram is very important to himself. Even if he is the juniormost messenger boy never brush him off.

## INCENTIVES

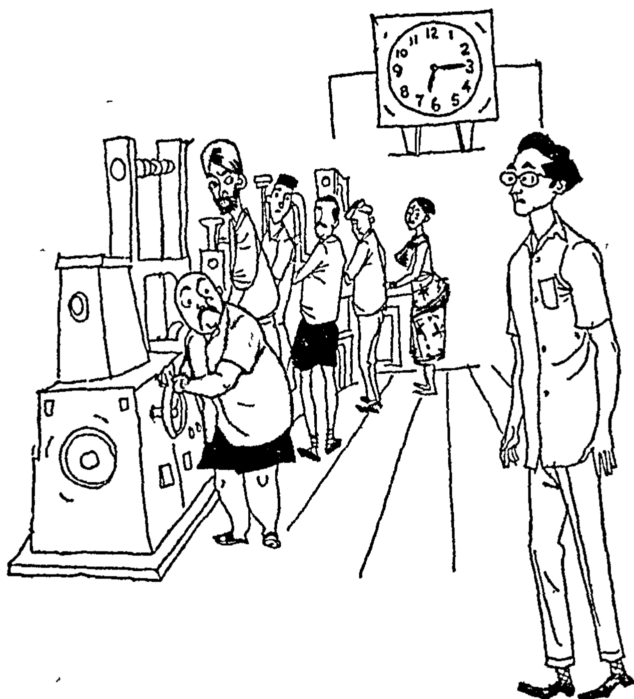
It's all very well. But please don't imagine that an incentive system is a cure for all evils. It often brings up new problems: disputes over standards, changes in methods, increased paper work, and so on. Don't imagine for a moment that an incentive system is a substitute for good leadership. The best way to get people to work is by good supervision; being sympathetic and understanding. There is no substitute for good supervision.



# TROUBLED WATERS .

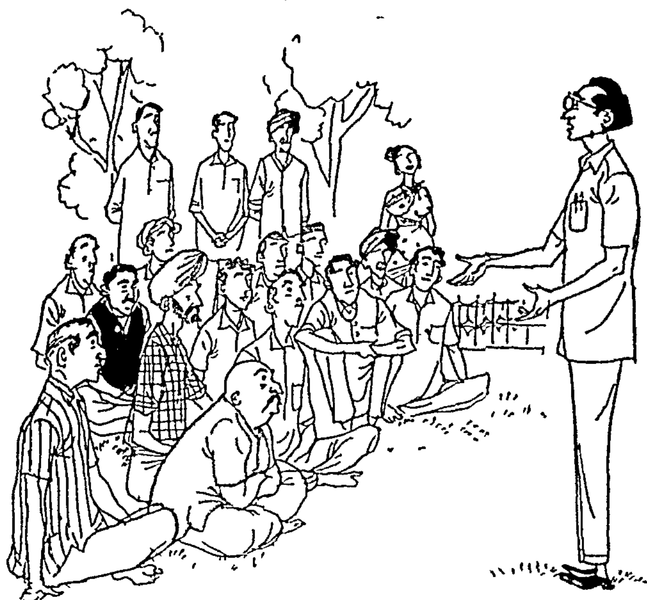


a supervisor that can pour oil on troubled waters is the one that is going to get results. We all tend to lose our top sometimes. May be the Sun in India has got something to do with it. But even the Eskimos in their igloos also sometimes get really excited. You will never get anything settled in such a state. This is the time when a good supervisor says a few soothing words, and calms people down. Only then can you get some sense.



# WHAT DO YOU EXPECT ?...

It's a quarter of an hour after starting time. If the supervisor is late how can you expect the men to start work on time? You will be surprised at the way habits are picked by the men. If the men are to be punctual, the supervisor must be punctual himself. It is no excuse for the supervisor to say that he works late in the evenings. Surely it is far more important that 200 men start work 10 minutes earlier every morning than the supervisor himself doing two hours extra work in the evenings. There is nothing like a good example.

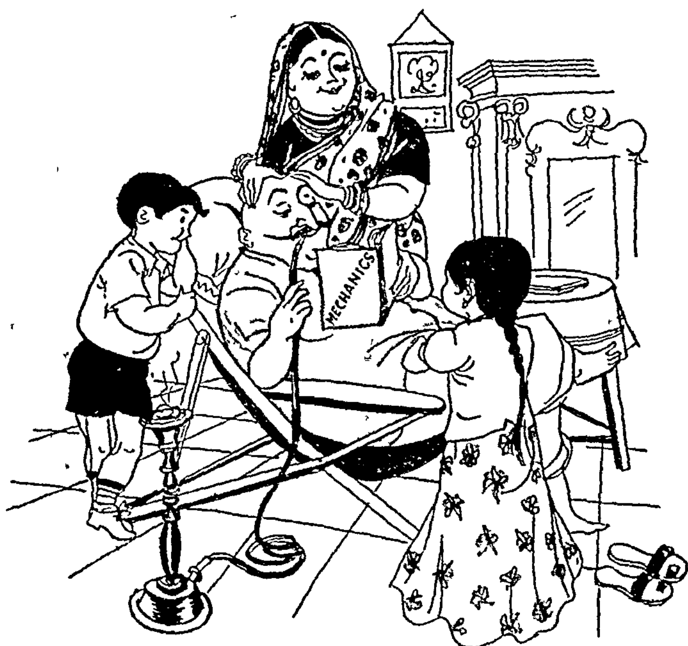


## TELL YOUR MEN ABOUT IT

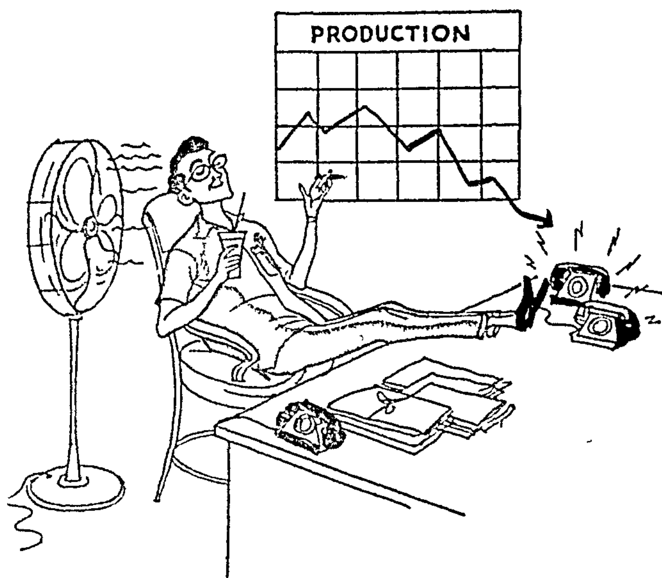
Get your men together periodically and tell them what has happened. This is the only really effective method of good communication. If a Big Boss's daughter has eloped with the office boy, if a gas main has exploded, if a production record has been broken, let them know all about it. If you do not know the facts yourself, insist on finding them out from your own supervisors. There's no real substitute for a face to face talk. Your men will be only too pleased to listen to you. And you should listen to them too Let the traffic not be one-way. You'll be surprised at the results.

## WHAT'S THE IDEA?

It only means that Ram has got a good supervisor. Ram wants to get on like most of us. He wants to give his two little children a better opportunity in life than he himself has had. His supervisor asked him to take a course in the technical college. He told him about the books he should read. Ram spends about an hour and a half every evening reading. His wife and children encourage him as much as they can. They know that if he learns more, his pay packet will become bigger one day.



# NO WONDER—




—production is going down. If the supervisor is lazy, and without any sense of duty the men cannot be otherwise. Napoleon said that there were never bad soldiers but only bad officers. This applies equally well to civil life. Everything depends on the example of the supervisor. His sense of punctuality, the way he talks, the way he walks, the way he dresses, his behaviour ; every little detail matters. It is amazing how quickly the men catch on to the type of supervisor they have.

# KNOW YOUR MEN

It's the little touches that make all the difference. If the supervisor knows that one of his men has a sick daughter, he should make it a point to enquire after her. If one of his men is ill, he should visit him in hospital. You'll be surprised what a difference such a visit makes. If the supervisor receives a leave application from one of his men saying that his wife is ill, he must realise how much this application means to the man who makes it. The supervisor must know his men as men who have a personal life of their own with worries, anxieties and sorrows.





## WHAT'S HE WRITING?...

Our supervisor is making a note of something He's recording his mistakes. Later he reflects over them. Analyses them. He's continually learning from his mistakes. He's a wise fellow.



## ROMMEL

## AND MONTGOMERY...

Why were they so successful ? Because they both let their men feel that THEY were the army just as much as the red-tabbed big brassed Generals. That THEY mattered too. That THEY were not mere cannon-fodder. Their men saw them constantly—in the Front Line with them, sharing their hardships. And so it should be in a factory. Let everyone feel that he is important—that he belongs.

RAM—

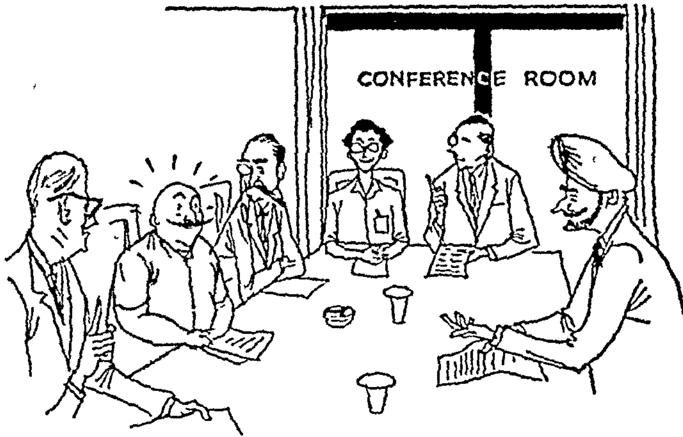
—"I don't know what to do, Hari. My Foreman's always howling at me. I try very hard to please him. But even if I make the least mistake he shouts at me. How can I work properly under these circumstances. He never smiles at me or says a nice word. He doesn't care whether I am dead or alive."



HARI—

—"My boss is a decent sort of fellow. The other day he saw me waiting at the bus stop. He stopped his car and gave me a lift right to my house. It took him out of his way quite a bit. He's also always enquiring about my wife's sickness. He said he would speak to the Doctor if I wanted him to. I would do anything for a chap like that."

# JUST LOOK AT RAM




.. and look at our supervisor. They look very pleased. And do you know why ? It's because they are being consulted —before the big bosses come to a final decision. It's true, Ram may not be able to contribute much to the final decision. The big bosses have been studying the problem for sometime. But Ram is the man that has to carry out the decision. And the fact remains that Ram has been consulted—he is not confronted one fine morning with a written order telling him to get on with the job. What do you think? Of course, Ram will sweat blood to carry out the order.




## WHAT'S THIS…?

Ram is writing a letter inviting his boss to his daughter's wedding. It's going to be a Red Letter day in Ram's life. It's not often that he has a daughter getting married. To Ram his boss symbolises the Company which gives him and his family their daily bread and butter. If the boss doesn't go to the wedding, Ram will be very hurt. But whatever happens he mustn't ignore Ram's letter. He must at least send him a nice reply. These are the touches that make all the difference.



## NOT THE BEAUTIFUL EUGENIE .

but the French Emperor Napoleon III had a secret for success. Whenever he met anyone he used to make it a special point to remember his name. He used to write it down when no one was looking. People used to be thrilled no end when the Emperor called them by name. "He actually remembered my name"—that is what they used to say. We cannot all be Emperors, but like Napoleon III we can at least realise that it's the little touches that make all the difference.



spoke of a certain General of the 1914-18 War. When this General went up to the Front Line and saw the terrible carnage he said that his strategy would have been quite different if he had seen the Front Line conditions earlier. Just imagine! You might say that this is far-fetched. But, is it? How many of our big bosses take the trouble to see how things are actually working on the Shop floor or in the branch factories. How many of them take the trouble—and how often—of going round and seeing things for themselves




## SMALL FELLOW

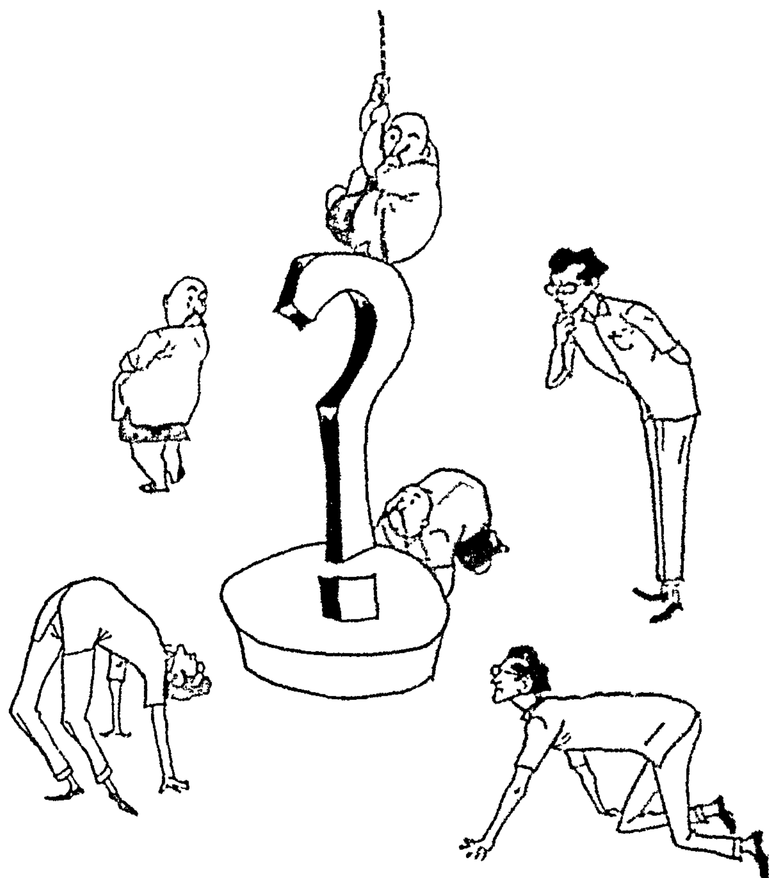
Ram's a Group III Fitter. He doesn't count for much really Look at the big guns. They've got big cars, posh offices, glamorous looking Secretaries But they certainly don't treat Ram as dirt. Ram has come into the Room by mistake when an important Conference was being held. Do they push him out with an angry word? Of course, not They are good experienced bosses. That's why they are where they are They know that a hasty angry word will always be remembered

**IT'S AMAZING . . .** how often one forgets to give appreciation. It's far easier to criticise and find fault. But just see the effect of a pat on the back. It makes all the difference Look how it boosts Ram up. And don't imagine that Ram will rest on his laurels just because you praise him. Not at all—he'll strive to do better.



Have you got all the facts? Is the punishment deserved? Does it suit the individual? What effect will it have on your relations with him and with his group? Will the ...on which you are taking help in ...nting the workman making the mistake again? A mistake made is a mistake. It has ...ned. You can't do anything about it. It's much better ...attention on the mistake ...an on the man who is





## FROM ALL ANGLES

Don't rush things. Truth has many facets. Examine the question from all angles before coming to a decision. Try to get the other man's point of view.—People talk : people say things. So often incorrectly. Are you sure you have got all the facts? You will find that in nine times out of ten in the case of a decision that has been wrongly made it was so simply because the real facts were not known at the time of making the decision.

**WHEREVER POSSIBLE TELL ..**

Everyone likes to be told what's happenings. There is nothing that a person hates so much as an atmosphere of hush and secrecy. It makes him feel unimportant. That he doesn't count. It makes him say: "If they think I don't matter, why should I bother about them. I am going to do as little work as I can get away with". They say this oftener than you think!





**DO THIS**

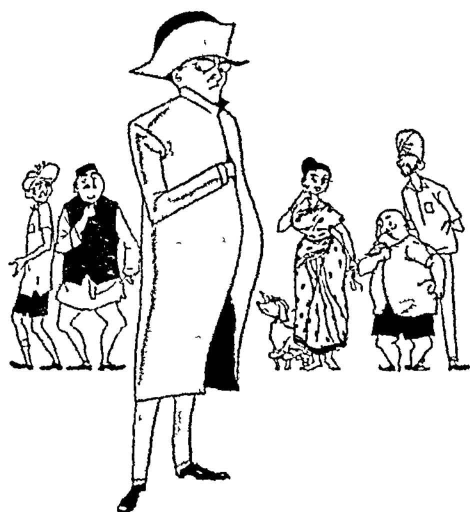
**DO THAT. .**

**DON'T DO THIS**

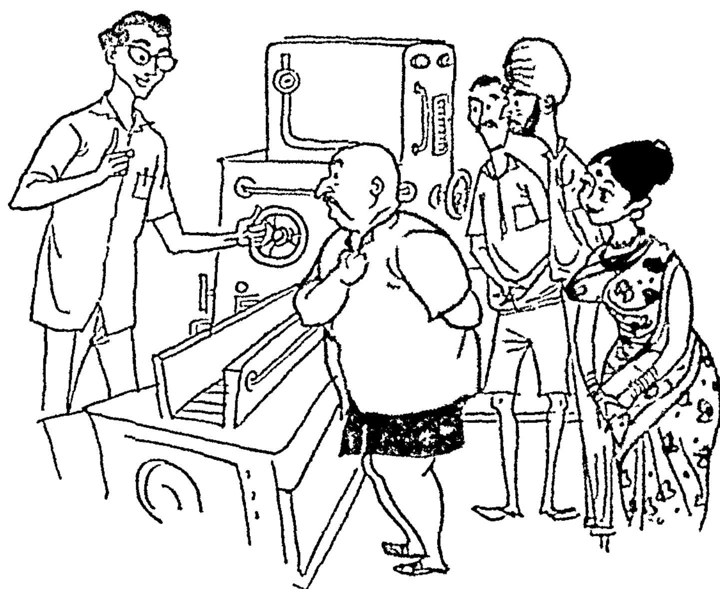
Why don't you think a little? It's much better to do nothing at all rather than to come out with a lot of changes every minute. You don't have to decide immediately. Wait for a few hours Put the letter in your top drawer for a day or two. Then answer. Often just Father Time alone helps us to arrive at a correct decision.

## NAPOLEON'S ALL VERY WELL...

May be he was one of the greatest men that ever lived. But even Napoleon came to a sad end. Please don't YOU try to be a Dictator in the Works. Bossing about without consulting anyone. Shouting orders and not listening to anyone's opinion. Dictatorial methods might get you somewhere for sometime—but they certainly won't work all the time. You end up by going to St. Helena. Force, fear, big bossdom can only succeed for a short while—if that

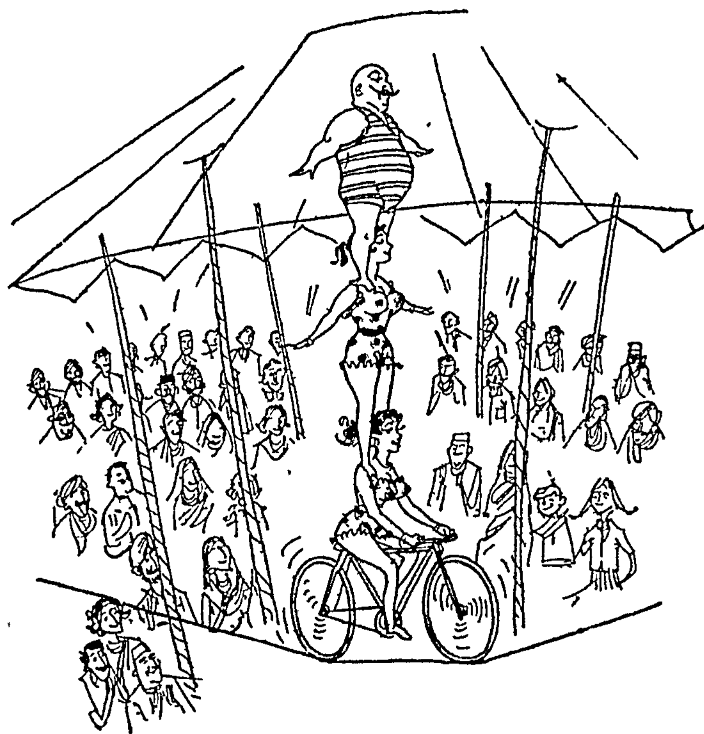


# THAT'S THE STUFF



Let the supervisor point out the error in a kindly fashion. Let him show the workmen how to do a job correctly. A workman likes nothing better than a supervisor who is willing to get down to the job himself. The greasier and dirtier he is at the end of a shift, the men will look up to him all the more. They will begin to feel that he really is one of the team, and not just a big boss shouting out orders and walking about in spotless clothes with his hands in his pockets

# LOOK AT RAM—



Look at his poise. His self-confidence. But Ram knows that he won't fall. And so it should be in a factory. Let the men feel secure. Let them feel self-confident. Let them feel they are important. The great Einstein said that one of the biggest problems of our present day society of bigger and bigger organisations was to let the ordinary man feel that he MATTERS—that he is important.

## TRY A PAKORI, BOSS

Ram is happy. He has just had his second son. He called some of his mates and his supervisor over for a little celebration in the canteen. It so happened that the supervisor was extremely busy on this particular day. The Works Manager had been playing hell into him about getting out a batch of certain components quickly. But he didn't refuse Ram's invitation. Today was a big day in Ram's life—And what's important to Ram is also important to him.






## SWOLLEN HEADED...

Just look at our supervisor. He has just been promoted. Look at his attitude. He has changed altogether. His former mates cannot understand it. They notice an air of condescension about him—an air of superiority. He now thinks he is too good for them. He won't walk home with them as he used to. What an absurd attitude It's not the job that dignifies a man. It's the man who dignifies the job.

# FROM ONE SINNER

# TO

# ANOTHER..




There are many ways of correcting a man when he makes mistakes. One way is to shoot him, but this won't get you very far, will it? You'll find that where a supervisor has a good friendly talk with the man who makes mistakes or whose work is below standard, it often has excellent results. Don't bring up the mistake straightaway. First pick out the good points of the man. Comment on his moustache, his muscles, anything. Then come out with it. Like this you'll get the workman on your side He won't bristle up and prepare to argue He will then take all the telling off you give him—and act on it.



## NIP IT

## IN THE BUD...

Whatever a supervisor might do, there are times when Rules are broken The thing to do is to act quickly and right from the start. A mild rebuke will do the trick—you might nip the trouble in the bud. But if an employee feels that he can get along without his mistakes being questioned, an organisation falls into serious trouble. Take prompt and firm action. Let the worker realise that he is wrong Help him make sincere efforts to avoid doing the same thing again.

## WHIMSICAL...

May be it is. But there must never be anything whimsical about the Rules and Regulations in an organisation. People must know how they stand. They must know that after so many years if they work reasonably well they will get that far. Let there be a real healthy respect for the Rules and Regulations which are laid down.



Make the slightest deviation—and everybody knows it. Don't imagine that such things can be kept secret. All sorts of questions are then put. "Why?" "What about my own case"—no one can afford to play about with such important matters.

## EVERYTHING...



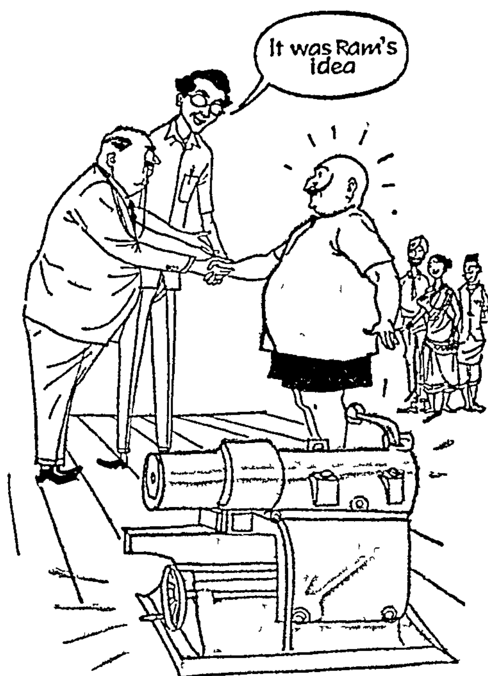
The way a supervisor walks, talks, the clothes he wears, his punctuality, his family life, the way he treats his wife—is being watched the whole time by his men. You'll be amazed — "Did you hear? — he beat his wife last week." It gets around! That's why the example set by a supervisor is so important. That's why he has to watch his every step. If the behaviour of the supervisor is exemplary, his men will follow suit—and vice versa.

It's because Ram is pleased with life. He had a grievance. He thought he was going to be unfairly superseded. Ram took it up with his supervisor. The supervisor took it up with the big boss. He realised how much this meant to Ram. The impending supersession came as a shock to Ram—he had been expecting the promotion for over a year. He was banking on the extra fifteen rupees a month he would get. Eventually the grievance was put right. No wonder Ram is happy.

**WHY THIS. ?**



# PRAISE



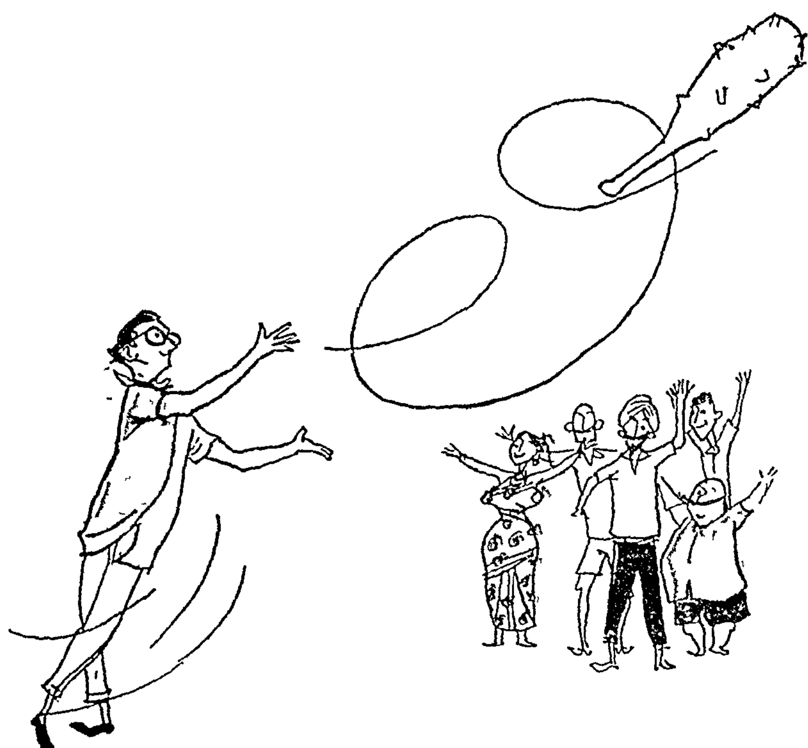

Don't be the supervisor that collars all the praise for himself. If one of your men has a good idea, see that it is given recognition. This is a matter on which the men are very quick to catch on. If they feel that the supervisor has taken all the credit for himself, they won't give out their ideas next time.

## WE ALL YEARN FOR IT ..




Look at Ram. He feels he is on top of the world. And it's not because he's an exceptionally conscientious and hard worker. It's only because Ram's supervisor doles it out occasionally. And what's that? It's a spot of praise. A bit of praise now and then has a wonderful effect. We know that if we want our wives to do anything for us—all we have to say is "how wonderful you're looking". And they're like butter in our hands. And so it is in a factory as well.

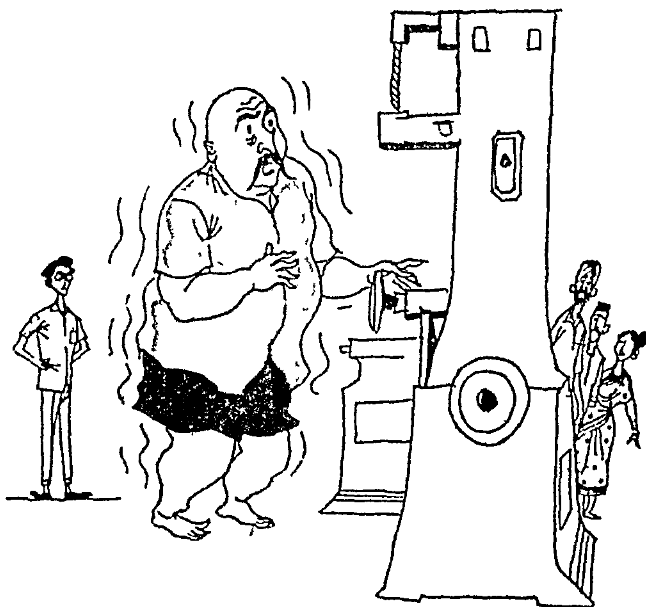
# THERE ARE OTHER WAYS—



Our beloved Mahatma Gandhi taught us the lesson. All the great men in the world have emphasised the same point. Jesus Christ, Zoroaster, Buddha......all preached that there are other methods which are far more effective. And so it is in our day to day life in a factory. The supervisor who works by fear might succeed for a short while but certainly never on a long term basis. If you work on fear you will take away all initiative and originality from your men ; in fact you will get much less production.

## SCARED STIFF

How can Ram do a job properly if his supervisor puts the fear of the sack into him the whole time? He pictures up his wife and two children begging in the streets. This is no state in which Ram can do a good job of work. He is much too scared—and so would you be.



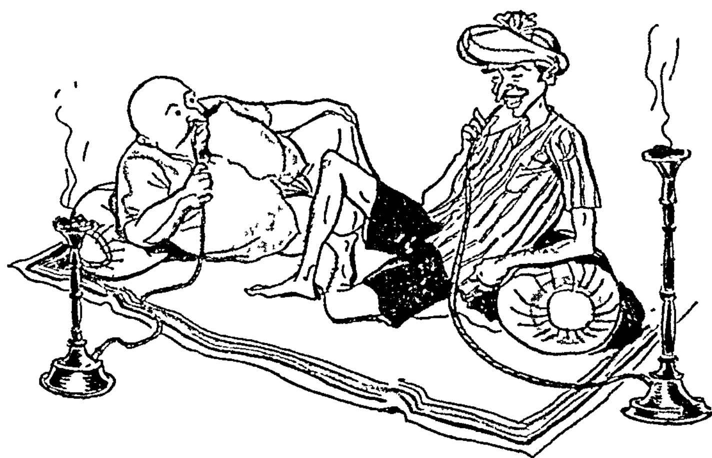
# NOT CHILDREN—




—Don't treat Ram like a little infant. He has left the Kindergarten years ago Pettiness and constant nagging are going to make workers rile.

**Ram**— "My supervisor is an old sour-puss. Remember, three weeks ago when Sita was sick and I took some leave? Well, when I came back from leave my supervisor didn't even as much as ask me about her or even mention her. And he certainly knew that she'd been very ill."

**Hari**— "I can imagine how you feel, Ram. It's difficult to slog away for a man if he treats you like a bit of stone. I must say my boss is a decent sort of fellow. He's always enquiring after my wife and kids. I like to work for a chap like that."



## TRY THIS—




—Try this method sometimes. Don't single out a particular individual. The fellow who is to blame knows who it is quickly enough. And if you put it over this way he will appreciate it. You can then be certain that he will try hard to put matters right far quicker than if you give him a real dressing down.

## AND NOT THIS

Treat Ram with respect. Don't bawl him out before his mates. You wouldn't like it nor does Ram.



# THE BIG I

..You get this type of supervisor everywhere—always throwing his weight around and always pretending to be a big boss and always showing off. But he does not cut any ice really. People catch on quickly enough. His men won't respect him nor his colleagues. They will all think of him what he really is—a pompous little upstart.



## NOW, NOW...



.. control that temper of yours The man that loses his temper loses control of himself and the man that loses control of himself cannot possibly get any respect from his subordinates. Losing your temper may enable you to let off steam for a while But you can be sure that it will take you days, if not weeks, of hard work to put right the damage done in a few seconds through words spoken or action taken when you lost your temper.

## PRESERVE HIS SELF RESPECT—

—Don't dress down any one in front of his companions. Ram's wife knows Hari's wife and Hari's wife takes tea with Gopal's wife and so it goes on. So if Ram is bawled at in front of everyone the wives get to know about it. If you have to get mad with Ram, do it in private when you both are alone.



## THE WRONG WAY




## THE RIGHT WAY




Blame yourself and the other man will go out of his way to blame himself. Like that you not only get better work but you will also get peace and harmony all round.

## GET THE IDEA

May be it's an extreme example but there's no question about it A spot of praise now and then does any amount of good. Most of us have so many worries of our own that we often forget to give praise. The next time Ram does a satisfactory job, say so.





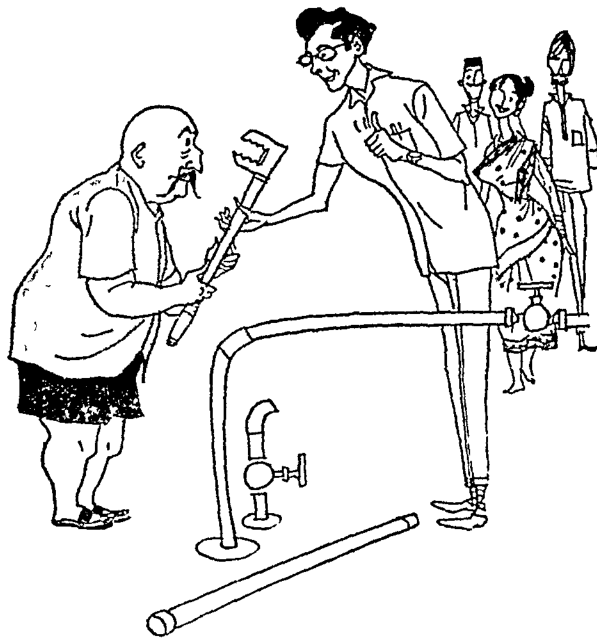

## LOOK AT THE REJECTS ..

.. they are piled up in the Reject Basket but scolding Ram won't get rejects any less.. They will only multiply. The only other approach is praise. Even if one bolt is good, say so and then Ram's work will immediately get better.

# RAM'S A GOOD COUNTER—




—But he is not very hot on other matters. Ram's supervisor is a clever fellow. He knows that if he mentions any special skill which Ram might have, it will build up his self respect. Ram will improve on his other points as well. If any one shows any special ability there is nothing like pointing it out to him now and again.

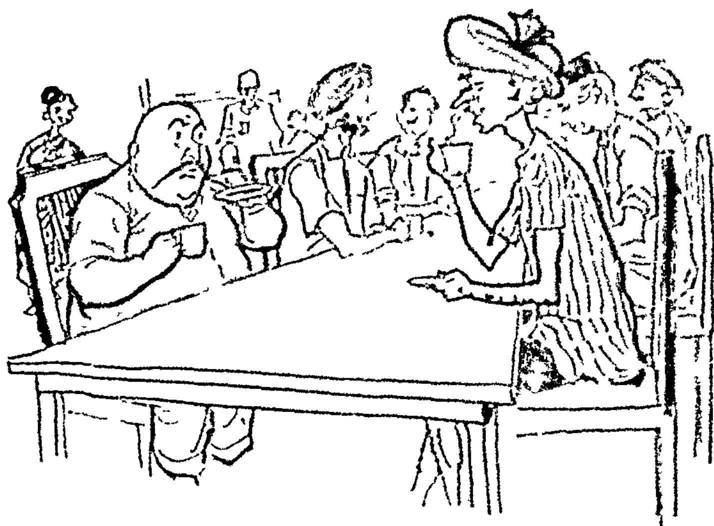


## OF COURSE

## YOU KNOW ..

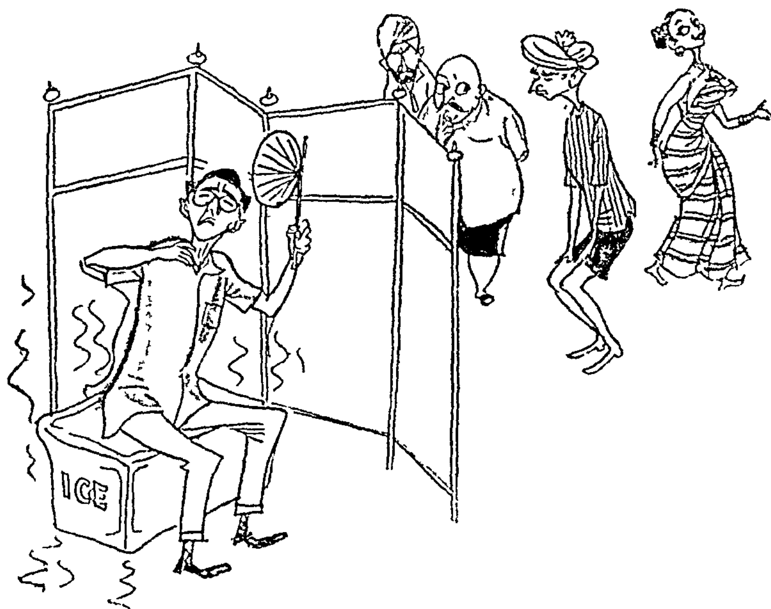
. .that's why you are a supervisor. But don't keep rubbing it in. Don't keep on telling Ram how much better you are than him. Make your suggestions in a modest off-hand manner. They will then become much more palatable and Ram will look up to you.

RAM— "I'm fed up with my supervisor. He didn't grant my leave. I went up to his office to explain matters to him but he told his clerk to say that he was much too busy to see me."



HARI— "Bad luck, Ram Thank God I've got a good supervisor. He sees us whenever we want. If I can't be spared for leave he at least gives me an explanation telling me why. I like a boss that treats us like human beings I'm certainly glad I'm not in your shoes, Ram."

## COUNT TEN




that's what you should do if you suddenly feel like boiling up. Cool down. May be in France a murder committed in the heat of passion is let off lightly, but in England and other countries there is nothing short of the death sentence. That's all very well but in a factory anything done in a moment of anger can have very bad results.

## DON'T FUSS HIM AROUND

Don't tell him in detail what to do. That will take his initiative away. Give Ram the satisfaction of working a job out by himself. Fussing around like an old woman might have the effect of putting up the backs of your men.



## DON'T HIDE—



Many supervisors imagine that by not talking about difficulties they solve them How absurd. Let the workmen know that you appreciate the difficulties under which they are working. Talk—about them. For goodness' sake don't imagine that if you do not talk about difficulties everyone forgets about them. Of course, they don't. How can Ram forget that it is hot when he is sweating profusely!

# MAY BE IT'S AN OFFICE JOB—



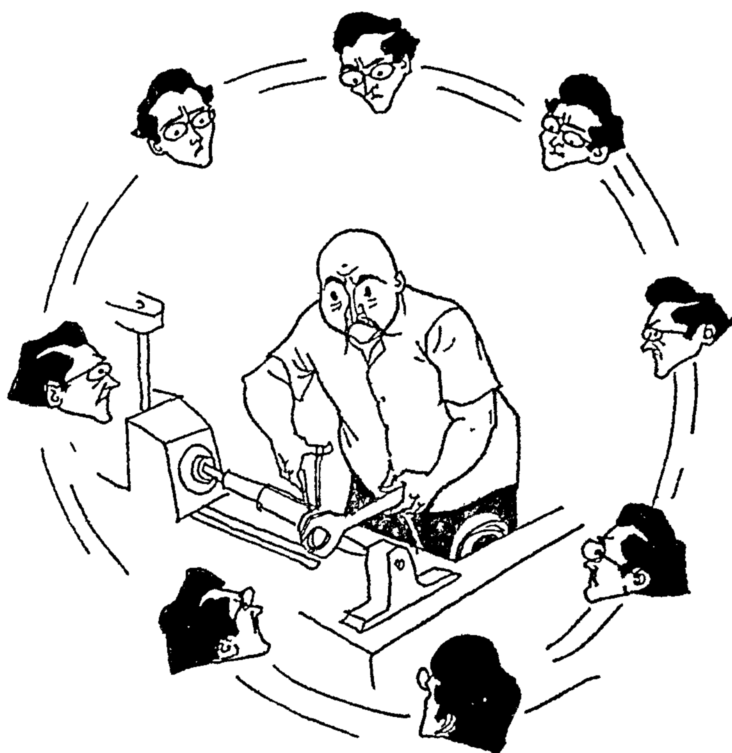
—But don't think that all office jobs are cushy and require no effort. An office job requires just as much strain and attention as heavy manual labour. Think of the office workers also sometimes. Give them a word of appreciation. Brain work can be even more exacting and tiring than manual labour. Clean white trousers and a sitting job doesn't necessarily mean that it is a soft job.

# FOR

# YEARS...




. For years Ram has been working on this job He turns out thousands upon thousands of items but he has no idea as to whether it is a part of an automobile or a locomotive or an excavator. He does not know where the parts go. No one has ever told him. He has just been told to get on with the job. Don't treat Ram like a cog in a machine. Our workmen might not be very educated—but they respond wonderfully if you take an interest and explain things to them.



## DON'T HOVER

Don't snoopervise—constant checking and constant questioning is only going to upset and confuse Ram. Be dignified: two or three times a day is all right. But don't continually nag and peck: don't be an old hen.

# THAT'S THE WAY...



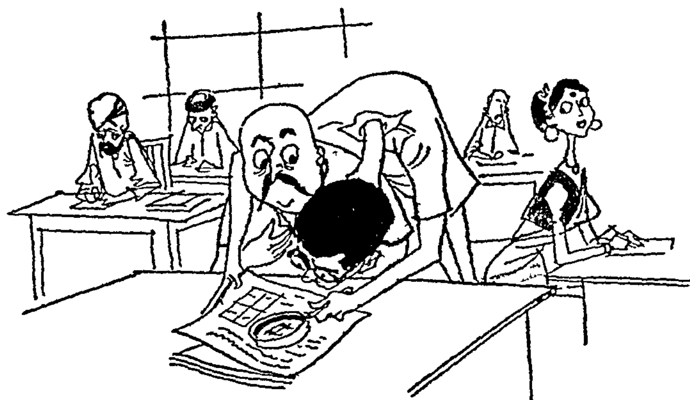

..all of us have received letters to which we want to reply to straightaway: we want to let them have it! Whenever this happens keep the letter in the top drawer for a day or two. Let things simmer and then reply. If you do this you will never regret it.

# JUST IMAGINE..

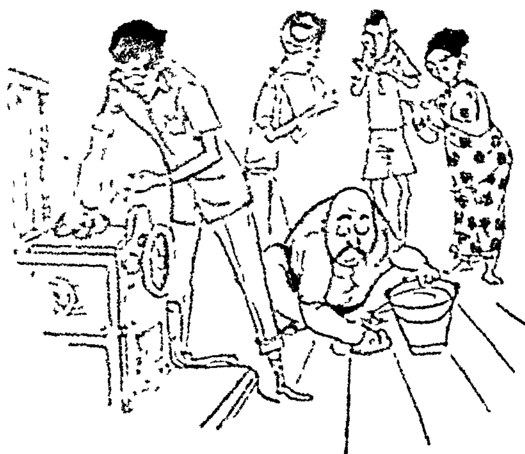


. Fifty letters a day! Our supervisor spends ten to fifteen hours a day writing these letters. His wife's always complaining about him coming home late. Why write a letter when the matter can be settled by telephone? If people trusted each other more the need for letters would drop straightaway. Take a chance. It will pay you hands down as your paper work will reduce enormously The fewer the letters one writes, the more time one has to do one's real job—supervision

## DON'T KNOW EVERYTHING...



There's no point in knowing every detail of work of each of your men, once you have reached a certain level of supervision. If you try to know everything you will get nowhere at all. You'll get bogged down in too much detail. It's enough to know the details broadly so that you can appreciate the difficulties of your subordinates and help and encourage them. If you hover round your men too much it will tend to put a full stop to their initiative.



## HOW DOES THIS HELP ?

What's the point of keeping everything spick and span? How will this help to turn more trucks, more locomotives? You'll be surprised but it does. It invariably follows that the supervisor who keeps his shop clean and tidy gets the best production results. The cleaner and brighter a shop, the better is the work

**CRISES INEVITABLY OCCUR. .**



. where there are thousands of men working one cannot always avoid a crisis. Sometimes crises are bound to occur. But the important thing to remember is that often a crisis can be anticipated and counter action taken. A good supervisor is the man who warns his officers well in advance. He doesn't wait for the crisis to develop—he makes a lot of noise until something happens.

# GROUSE..



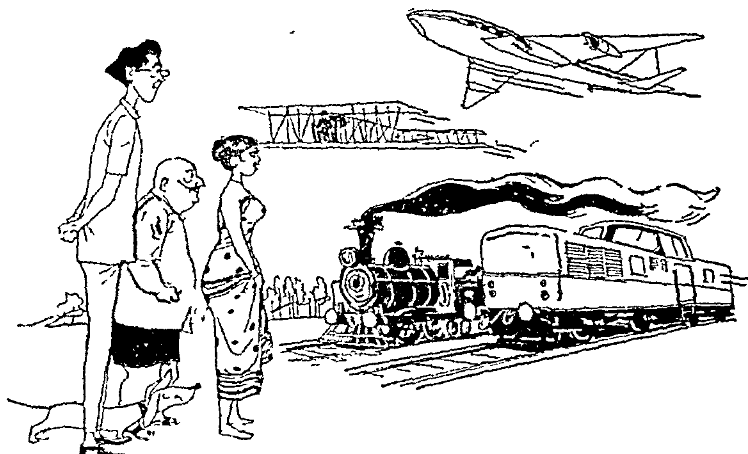

may be. Remember that a grievance for a man making it is the most important thing in the world as far as that man is concerned. For that reason alone you should treat a grievance as being important—if you brush it aside, it's the worst possible thing to do. If the grievance is in the form of a letter, you should reply to it properly. If it's given by word of mouth, give it a patient hearing.

## COMMUNICATION

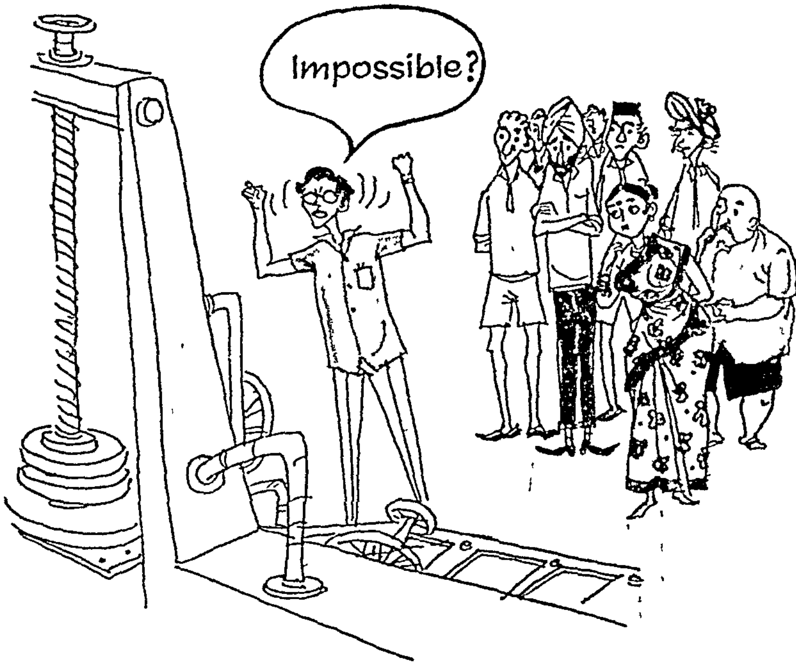
...Be it in London or Timbuctoo, it's one of the most difficult tasks in any large organisation. And that's to let people know what is happening. It is not a one-way channel only. Information must pass both upwards and downwards. Let your men listen to you—but you in your turn must listen to them. If you do this you may be able to nip trouble in the bud before matters become really serious.



## THINGS CHANGE—



One—must progress and improve. To be static is to die. What was modern yesterday is obsolete tomorrow. New ideas, new techniques. Keep your mind flexible so that you can adjust yourself to changing conditions.



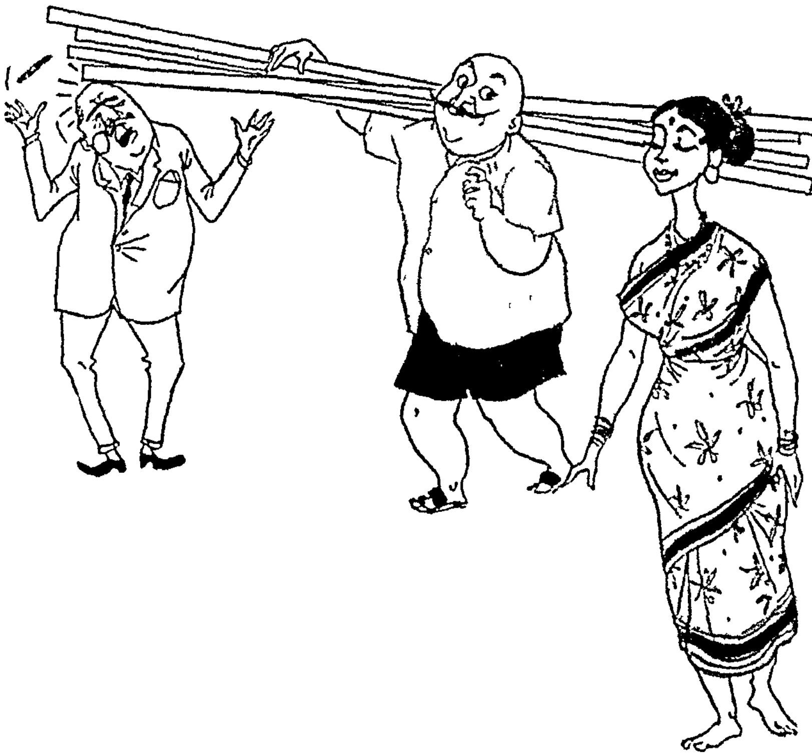

## CAN'T—

It's a fatal word. Napoleon forbade anyone to use it. He wanted it to be removed from the French Dictionary. The CAN'T type of supervisor is a real drag Suggest a new thing or a new method and he will straightaway say, "It cannot be done", or that he wants additional staff. Put a new idea to the man and he will say "It's impossible". Be a CAN supervisor. Anyone can criticise and pour cold water on a new idea.




## MORE IMPORTANT THINGS

If you want Ram to be happy and be a really good worker you have got to offer him other things as well. Material things alone are not enough. Even with difficult working conditions you can get first class results if there is good and sympathetic supervision. It's not the material things alone that are all-important.



## PRETTY FACE

History tells us that even the sternest and hardest hearted have been moved by a pretty face! Our Ram is an ordinary fellow. How could he resist having a peep at Sita as she sailed by? How was our Ram to know that the big boss would also pass at the same time? And how could Ram calculate that the big boss's head would come in the way of the bars that he was carrying? Ram has made a mistake; the man that never made mistakes never did anything. It is not all that important to find blame for errors and accidents. These have happened and they are history. The important thing is to take a constructive view and concentrate on preventing mistakes happening in the future.




## THAT'S NOT THE WAY. .

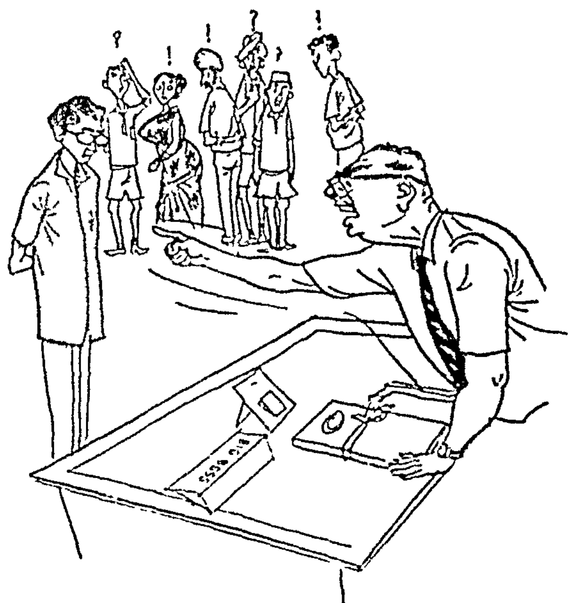
When a man makes a suggestion—no matter how stupid it may be—treat it sympathetically. Give it a proper reply. Because of a natural conservatism in us most of us do not like making suggestions The man who makes a suggestion shows initiative. If you pour cold water on it no matter how trite it may appear to be, that man and his friends are certainly not going to come up again with another suggestion. And this may mean that an important and useful idea may be lost for ever!



## TOP BRASS MEETS

Weighty decisions are being taken. Our supervisor certainly looks very nervous and out of place. But that's wrong. The aim of every organisation should be, to make all supervisors feel that they are just as much a part of the Management as the Board of Directors. This can best be done by always ensuring that all Company's policies and actions are properly explained and passed down even to the supervisors lowest in the hierarchy.

# WHATEVER HAPPENS...



.. Never dress down a supervisor in the presence of his subordinates. Because, to the workman his immediate supervisor is the representative of the Management. Tick him off by all-means—but when nobody is around..

## WE WRITE TOO MUCH ..



## WE TALK TOO MUCH...

To keep down the above, the Rogers Corporation of the U S.A. has made it a rule that every officer never writes more than a one-page Weekly Report and this report has to be done in telegraphic language. This not only forces a supervisor to budget his time and to think more effectively but it also tends to make men speak less and to the point, and this is specially important in meetings.

# A HEART ATTACK

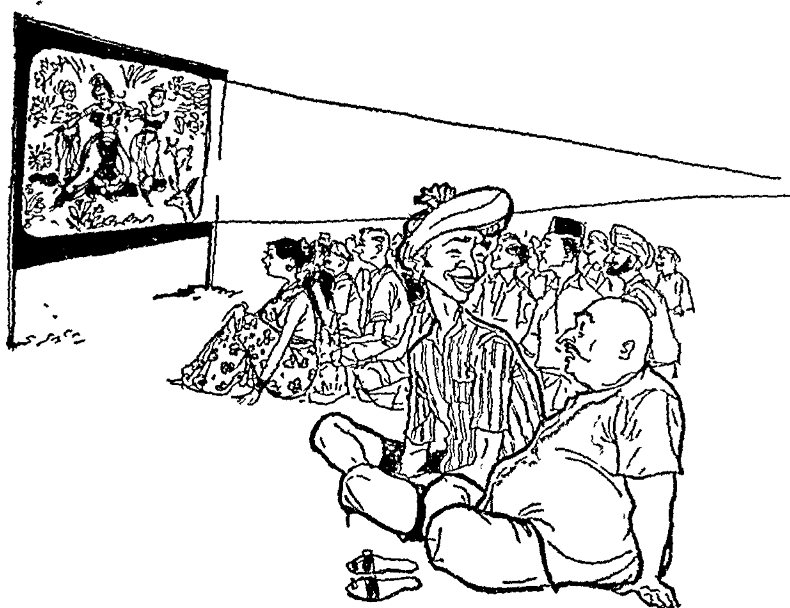



Inevitably you get rumours And most of them are incorrect You get this everywhere—from Timbuctoo to Vladivostok. One man tells the next. Then he goes and tells someone else; and with each telling the truth gets distorted Until in the end somebody finishes up by saying that the Managing Director had a heart attack and died while he was dictating to his pretty Secretary!

And this is where a good supervisor comes in. It's his job continually to explain the true facts People are interested in knowing what's happening around them. And they will certainly get to know Isn't it better that they get the true facts and not a distorted version?

## RAM—

—"My boss is a rum sort of fellow. The other day I was waiting at the bus stop almost next to him. All he did was to give me a snooty nod. That's all. He wouldn't say a word to me. He treats us like dirt. Who does he think he is anyhow?"



## HARI—

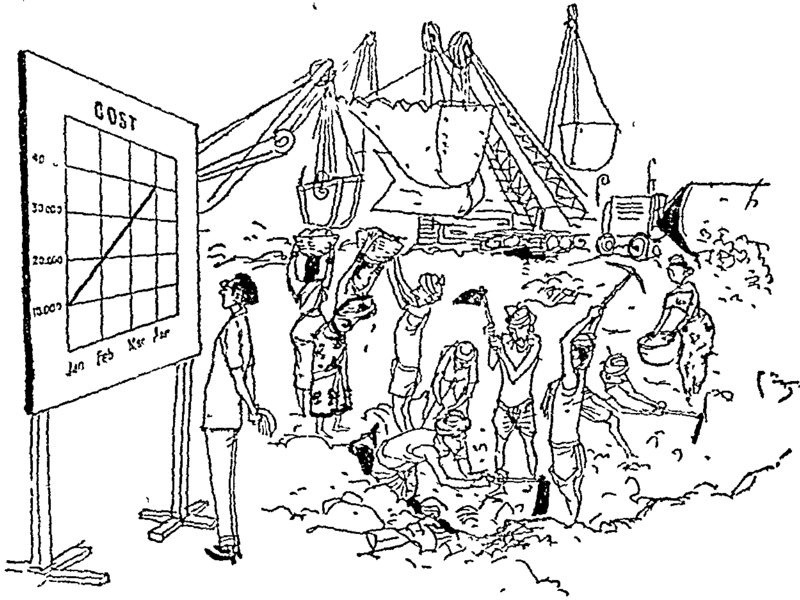
—"Bad luck, Ram. I know how you must feel. My boss is a good sort. The other day I had to go along to his house to deliver a Report. Do you know his wife actually asked me to have a cup of tea with them? They treated me just like one of them. There's no side, about by boss. I would do anything for him."

# EVEN IN GREENLAND...




—the Eskimos in their igloos sometimes refuse to accept new ideas! There's a natural conservatism in all human beings. But look where we'd be if Edison had this attitude! We would have no electric light. No telephones. Be open to new ideas. It's true that for every hundred ideas which Edison had only one was practicable. But so what!

# MOST PEOPLE CAN GET A JOB DONE..




. .but what's the cost? Having a hundred men and two excavators to dig a small hole is obviously most extravagant. Surely the important thing to remember is the cost at which a job has been done. If a job is done with only two men where four men previously did it, then this is something one can be proud of. That's cost consciousness for you.





## NOT FOR HIM, NO ! .

.. he's much too busy. Who's going to do his job when he is away? That's what our supervisor thinks. But he's quite wrong. The work of a Department should continue to tick over nicely even when the boss is away. That's good organisation.

# YOU BIG SHOT !

So that's how you treat the Rules and Regulations of the Company. No wonder, you are a poor supervisor. The Company has a good Grievance Procedure. Look how you treat it. No Company can carry on unless Rules and Regulations laid down are properly obeyed. And unless treated in the proper spirit, procedures don't mean a thing.

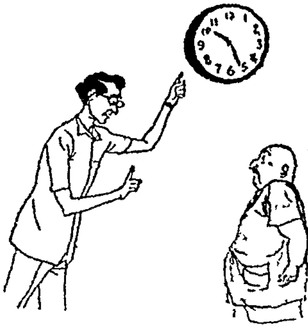


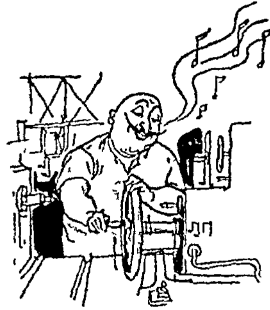



## THIS IS FUNDAMENTAL

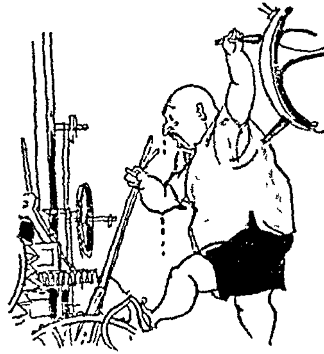
Doesn't matter what job you're doing—may be cleaning lavatories, may be collecting garbage or may be walking on a tight rope in a Circus Every job is important Where would we be if our lavatories were not cleaned? Let every man feel that his job—no matter what it is—MATTERS. Don't brush aside anyone. The ego in all of us—even the humblest—likes to feel that we are somebody

# DID YOU KNOW ?



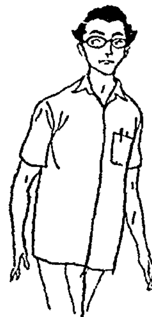


"You can buy a man's time, you can buy a man's physical presence at a given time, you can even buy a measured number of skilled muscular motions per hour or per day. But you cannot buy enthusiasm; you cannot buy initiative; you cannot buy loyalty; you cannot buy the devotion of hearts, mind and souls. you have to earn these things."











# NOT

# EXACTLY

# SPOON FEEDING...

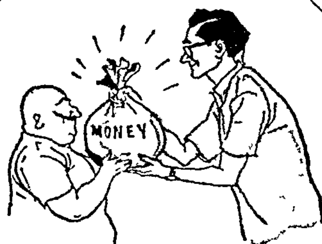
No, not exactly. But you won't go wrong if you get near it. A new recruit might have come from a faraway village with no electric lights or running taps. The first time is important in everyone's life. The first time you met your wife, the first time you saw your baby smile, the first time your mother-in-law played hell into you. In the same way the first day in your job is also important. The first impression colours all future impressions. That's why it is important that the first impression should be good.












## JUST AS A DIAMOND. .

has many facets so has the average workman. We cannot have any set rules for dealing with people. Man is the cussedest of all animals. There are different methods which have to be employed with different workmen and even sometimes with the same workman. Sometimes you play hell into him. Sometimes you purr at him. Sometimes you just ignore him. It all depends !

**TAKE IT EASY, BOY.**

May be it gives you a kick giving hell *to someone but it's certainly not going* to give you the results you are asking for. In fact you will get the opposite results Your blood pressure will start rising and your worker will do as little as he can get away with Are you sure it's the worker's fault? Are you sure you have explained things to him properly? Are you sure you did not leave things out which you assumed that he knew because you knew?



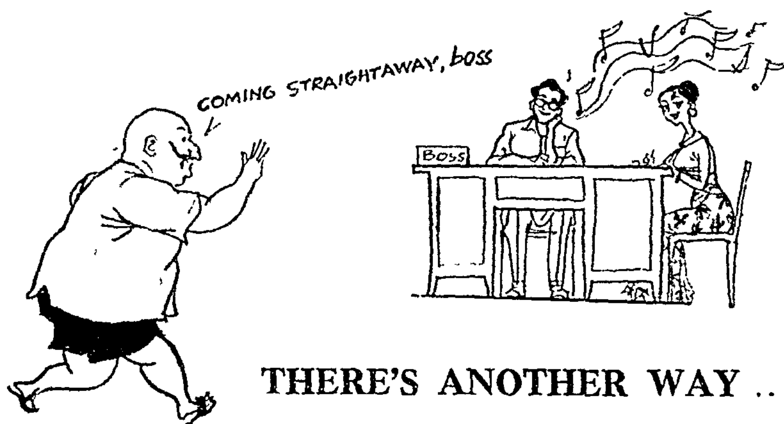


**THIS IS**

**ONE WAY**

**OF GETTING WORK DONE .**

It may work for sometime but it's certainly not the right way. The men will do the least amount of work they can get away with and they will hate you.




**THERE'S ANOTHER WAY ..**

Try it sometime. Fair and sympathetic supervision. Making everybody want to work. Once you get people to do this there will be no stopping you. Production records will be broken every month. Get people to WANT to work for you




## NOT ON A PEDESTAL

Don't put yourself up on a pedestal. Don't pretend to be a little God King before your men because you are not. You are only an ordinary fellow. So please don't have a condescending attitude. If you talk to your men, do so as one sinner to another. They will appreciate it no end.

# TALK AND TALK




# AND MUCH OF IT IS USELESS

You'll be amazed at the amount of valuable time that is wasted. For solving a problem it's usually best to get three or four people that are actually concerned together. You can settle the matter much quicker this way and without wasting the time of a large number of people. And the Golden Rule for every meeting is never to have cross-talk Everyone must address the Chair—and only the Chair.



**EVEN DURING**

**HIS**

**DAUGHTER'S**

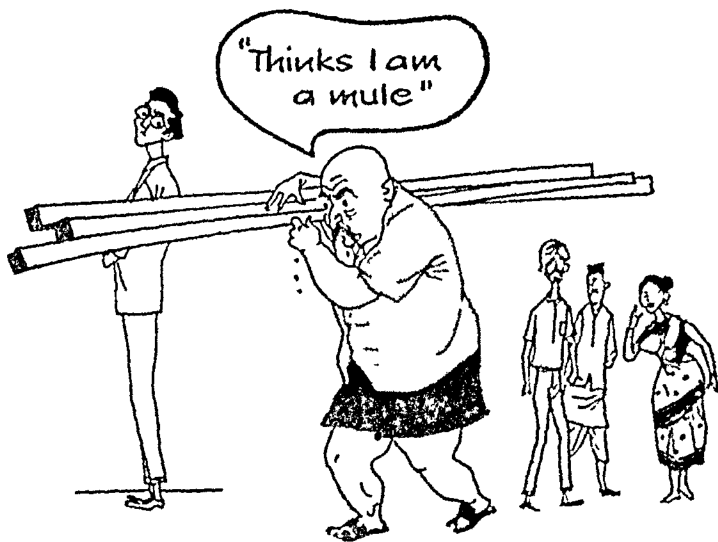
**MARRIAGE. .**

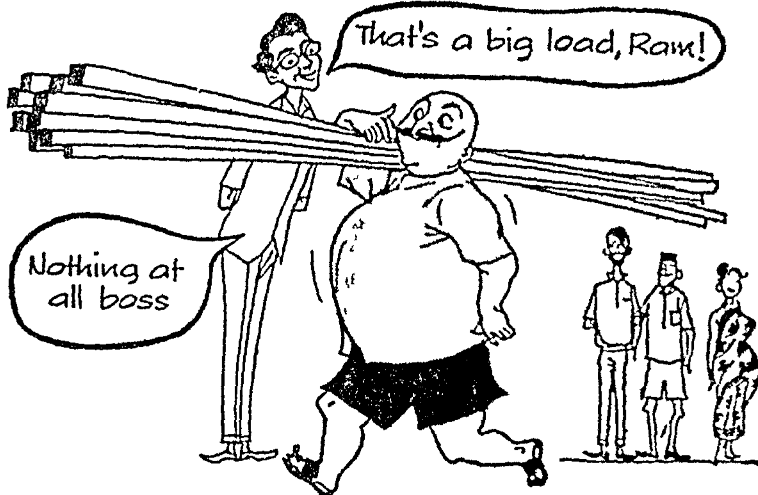
. Yes, indeed. Ram is thinking the whole time about making improvements to his work. He is encouraged to do so—his Managing Director has issued a circular saying that everyone can have a hand in the Management of the Company. Everyone can make suggestions—for improvement of paper work, for reducing scrap, for reducing man-hours No wonder Ram's factory is so progressive. It's not only the bosses but hundreds of other people as well who are thinking continuously of suggestions for improvement.

## A SPOT OF PRAISE—




Even if Ram is not as quick and as bright as some of the other men, don't always keep on at him. It's the same all over the world. Many supervisors in all sincerity imagine that if they go on correcting a workman the whole time and keep on at it, one day, that workman will do the job right. May be in 10 or 20 years time! Try a quicker way. Instead of going at the workman continuously, why not try occasionally to praise something which he has done Mixing praise with telling off is probably the best medicine. Continuous telling off takes a long time to get results. A mixture will get you there much sooner Try it sometimes.




## WHAT APPRECIATION DOES

Just look what a little word of appreciation does. If you do that your men will break their backs for you.



## BUT WHY NOT IN LEADERSHIP...

An enormous amount of time is spent in training men in their own specialised subjects such as Chemistry, Engineering, Physics, Law, Journalism. But training is perhaps the most important aspect of their work—training for Supervision seems to be entirely forgotten It's surprising, isn't it? An average supervisor spends at the very least 60% of his time on supervision. We are only just waking up to this important fact.



**DEMAND**

**THE**

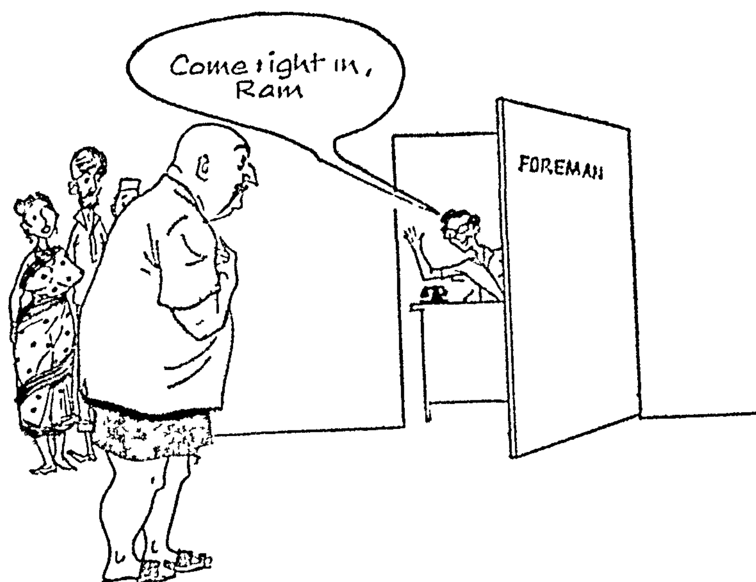
**FACTS.**

Vague rumours, incorrect information and gossip do a tremendous amount of harm. It makes us miserable. It's bad for morale It's bad for production. You have rumours all over the world—from Charing Cross in London to Bori Bunder in Bombay. But let each one of us do our best to prevent loose talk. Let us try to get hold of the true facts.

## DON'T DO THAT...

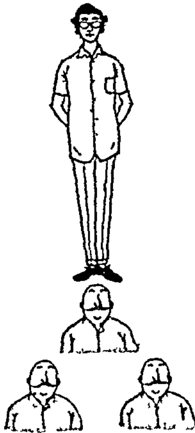
Except in extreme cases one should never by-pass. Try to avoid going direct to the man doing the job over the head of his immediate boss. Otherwise, it will lessen his authority and effectiveness. After all, if the big boss goes to the workman direct, how is the supervisor to know what the man has been ordered to do. Red-tape is certainly bad but there's a lot in doing things through the proper channels.



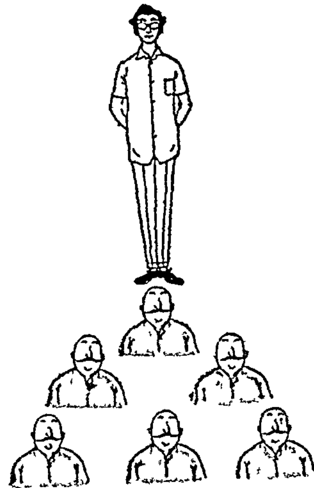



## DON'T BE NERVOUS

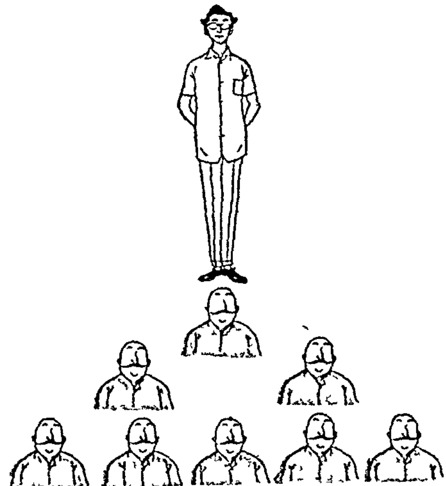
There's no need for Ram to be afraid. His supervisor is a nice friendly type. He never stands on ceremony. His doors are always open. Any workman can come up to him at any time to discuss problems, to let out steam, even to talk about his nagging mother-in-law or the bunion on his big toes. He is a good supervisor.



# JUST ONE MAN



Remember no matter how hard a supervisor works, he can only do the work of one man. He may have 5 or 10 or 50 or 500 men under him but he cannot do more than what one man can. His primary duty is to see that the men under him work properly. When he goes to his Workshop in the morning he must not think so much of what he himself is going to do. It's far more important for him to know that the work of the men under him is being properly done.



# IS IT NECESSARY...?




Of course, he's busy. But he cannot possibly do his work properly under the conditions he works. He works 14 hours a day. He takes papers home. He suffers from stomach ulcers. His wife thinks he is heading for a breakdown. Naturally! Who wouldn't under the same circumstances? It's because he thinks he is indispensable. He imagines in his foolishness that no one else can do any of his jobs. He has no idea of delegation.



## WHY NOT MAKE A CHANGE ?...

In a factory we all work together. It's always the same thing day in and day out. Why not get out of it sometimes? Why not a picnic? We always work together. Why not once in a way play together? Get right away from the Works' atmosphere. You will be surprised at the results. Your men will appreciate it no end.




## ONE DAY...

Ram hopes to be the Works Manager. Just as you yourself want to know what your future is going to be, in the same way each and everyone of our men also have hopes and aspirations. They want to look forward to something. We sometimes tend to forget this. We sometime tend to think of our men only as "hands"—as "cogs in a big machine." Think of them as individuals who also hope to get on. You'll then get better results.

## THE VACANCY HIGHER UP...

.. No, our supervisor has not got the job higher up. He knows his job extremely well. He is very conscientious. He works very hard. He can get down to it and actually do the work of each of his men. But he hasn't trained anyone to do his own job. How can the big bosses give our supervisor a job higher up? The work of the Section where he was supervising all along, would collapse. It's bad luck. But someone else who has trained people to do his job will fill the vacancy.



# THERE'S NO REAL SUBSTITUTE



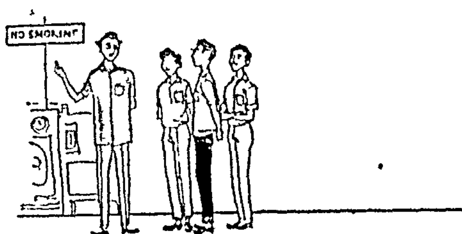
Thrashing's no good. It's no good offering a bribe. You are not going to get the donkey to move. And human beings are not different. There are other far more effective methods. Understanding, appreciation, giving them a feeling that they count. This will get them to move in the direction you want them.

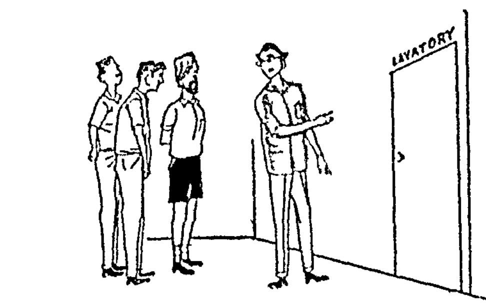


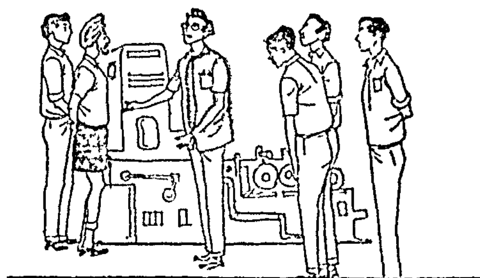
## IT'S MINE

OUR company, OUR factory, OUR workshop—this is the sort of talk which we want from our men. Let them feel that the Company they work in is theirs. Let them have pride in their Works. Very often there's a feeling that they work for a few grand and very remote individuals who get all the profits. You can't get people to work really hard under these circumstances. Tell them the real facts—that the Company belongs to thousands upon thousands of shareholders, plain ordinary people such as they themselves.

# YOU TOO...



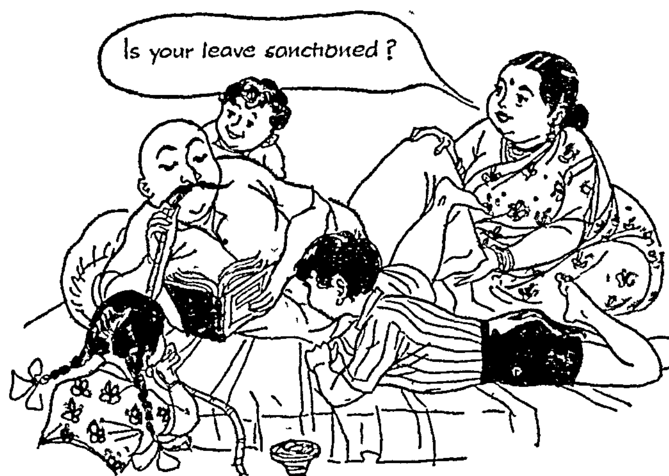
Remember 20 years ago you too were new in the Works. Everyone seemed busy rushing around, and they thought that you knew everything. You were rapped on the knuckles because you didn't see the "No smoking" notice. You went hungry because no one told you about the canteen. And so on. You now know all the Rules pat. But first impressions are so very important — learn from your own experience. Help the new recruits.

# A HUNDRED TIMES...










# IN A HUNDRED HOMES...

You probably don't realise it, but it's true. Each action of a supervisor is discussed threadbare and a hundred times. By the wives, by the children, and even by the nagging mothers-in-law! So take great care before coming to a decision.

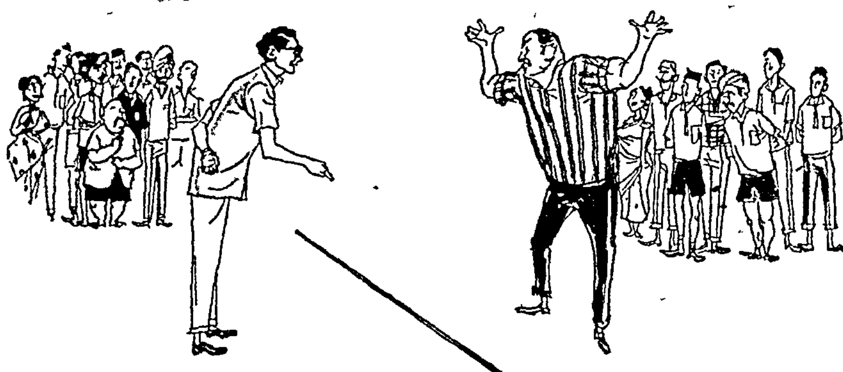



**IT HAPPENS**

**EVERYWHERE...**

After all a supervisor's primary responsibility is to see that the work of his own section is properly done. But in every organisation that's not the whole story. The work of one Section has to fit in with that of another Section. The work of each Section is very interdependent and inter-related. A good supervisor must, therefore, learn to get along with others as well.

## BORDER LINE CASES...



.. how exasperating! One Section says it's not their work, the other Section says it is. The result is that the job falls between two stools and nothing happens. You get this everywhere, wherever large bodies of people work together—even in the U.S.S.R. they must have the same problem! But this is where a good supervisor comes in. He makes it a point to ensure that come what may the job gets done.

# HOW DOES HE DO IT ?...




He's an ordinary type of guy. Rather a weak looking chap Wears glasses. Couldn't say boo to a goose Yet how does he get his men to work so well? He's sympathetic. He talks to his men. He feels for his men When they are in trouble he becomes worried for them. He puts himself out no end to help them. He fights for his men if he has to. There's no side about him. Perhaps that's why his men feel about him the way they do.




## THE BLUE-EYED BOY

He's the biggest curse in any organisation. We're all human, we all have our likes and dislikes. But favouritism can be terribly upsetting. It's enough to take the heart out of anyone; suddenly finding that somebody else has been promoted simply because he happens to be somebody's great aunt's grandson. Or because he and the Boss both come from the same village in Greenland!

TEMPER ..

# TEMPER



For goodness' sake control your temper. Self-control is a prerequisite for good supervision Of course, things happen which make you hopping mad. After all you're only human. But please try to control that temper of yours. A burst of temper won't get you anywhere—except make your men lose respect for you. Playing hell is no solution. It only makes your blood pressure go up. To start off with the best thing is to do nothing—then come out with a quiet and dignified rebuke—it's far and away the most effective method.



**HARI—**

"I hear we've got a new Works Manager, Ram."

**RAM—**

"I dunno! No one ever tells us anything. The man across the road knows more things about our factory than I do myself. How can you expect me to have a pride in the Works and work really hard if everyone keeps mum. If everything is secret. The big guns seem to keep everything to themselves. I would certainly like to know what happens—I'm human, ain't I?"



## LICK AS MUCH

## AS YOU LIKE. .

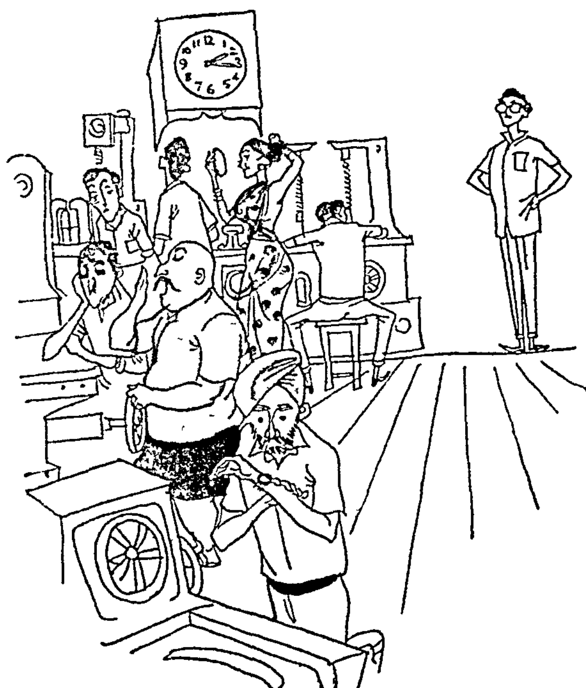
Just look at our supervisor licking the boots of his big boss. Anyone can be polite and nice to the big boss; after all the big boss has a considerable influence in our life. But it's the way we treat the little people—that's where the quality of a good supervisor comes out "The real quality of a big man is the way in which he treats little people".

## STUPID, ISN'T IT ?



Fancy throwing away valuable bank notes. But you'll be surprised how much is wasted every day in factories. May be not bank notes, but skill, enthusiasm, ability, drive—a large number of people who are at present in routine jobs have these qualities. But we don't make full use of them. Any number of people would give their right hands to do more responsible jobs. Don't imagine that you are the only man that has the qualities of initiative and imagination. The other fellow has them too. Don't let his qualities run to waste

# BORED STIFF



Of course, they are bored. No one has explained anything to them. What are they working for? What use is made of the products turned out by them? What is the value of their work to the community? Under these circumstances anyone would get bored. Workers who are made to understand their jobs and who are told everything about their factory won't find their time dragging; they won't clock watch or stay away from work.



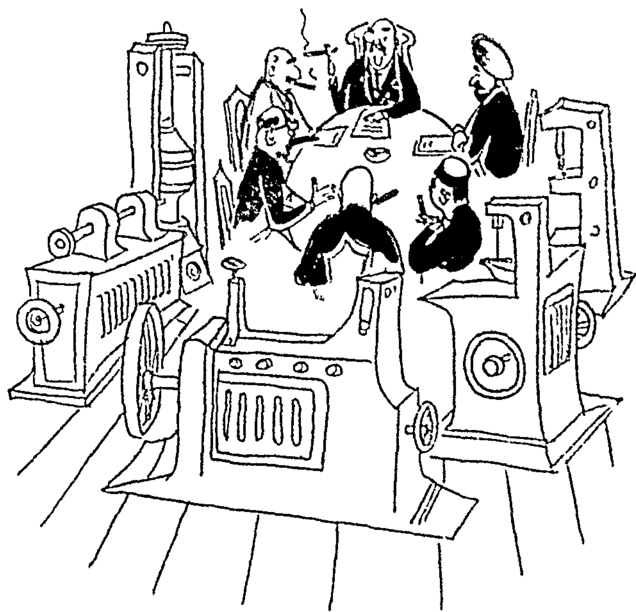

# THE BIGGEST OBSTACLE

. is the attitude which so many supervisors have of knowing everything—the "know all" approach; the "no one can teach me anything" attitude; the "I have been at it for twenty years" line of talk. These supervisors will not only refuse to listen to good human relation practices but they will also throw a spanner in the Works of anyone trying to talk about anything different from what they have been used to. These are the fellows you have to attack first if you want to have any change.

# IT'S NOT THE WONDERFUL

# MACHINE TOOLS...

It's not the brains and ability and drive of the top men—it's not the cleverness of the Purchase and Finance bosses. No! In any Works it's the spirit and morale of the employees that really matters. What do the men think of the Company? Have they a will to work together as a team? Do the men work only because they are ORDERED to or because they WANT TO. These are the things that really matter.






**WHAT'S THE USE. .**

It's not enough to get the men *under* you to work. One must also learn to get along with one's *equals*—and it's not easy by any means. Among equals there's often friction. Who was invited to which party? Whose name comes first? Who is more senior? Who has to come to whose room? These are all matters that often waste hours and hours of valuable time and energy. When supervisors don't get along together the men catch on quickly enough. It all has an effect on morale.

# EDUCATE THE WORKMEN...



If you do this they will learn to help the Management rather than dislike it. Tell them what is happening The best way for everyone—no matter how high up he might be in the ladder—is to go right down occasionally to the worker himself. Talk to him face to face; get to know what he thinks. You'll find that he is a pretty good fellow. It's incredible how frequently the bosses get completely out of touch with their men.



## INSPIRATION...

Morale raising is one of the main jobs of a supervisor. The Army's example is interesting. The main job of a General in battle is to keep in touch with his Field Commanders; to inspire them, to raise their morale. All his detailed routine work is done by a Staff Officer. During the hectic days before D-Day Field Marshal Montgomery made a lightning tour of the various embarkation points; just to chat to the men—he considered nothing more important than this. He gave inspiration. He raised morale. In civil life also the principle is the same. Without high morale nothing significant can be done.

GET

ON

WITH

THE

JOB



that's what the hardened, tough ones say. "All this namby-pamby talk about human relations, sympathy, leadership. I WANT PRODUCTION, NOT SO MUCH TALK". That's all very well—anyone can produce results—but the cost might be enormous and the quality very poor. It's only good human relations and good leadership that can give you high production at low cost.

**DON'T RUSH IT**

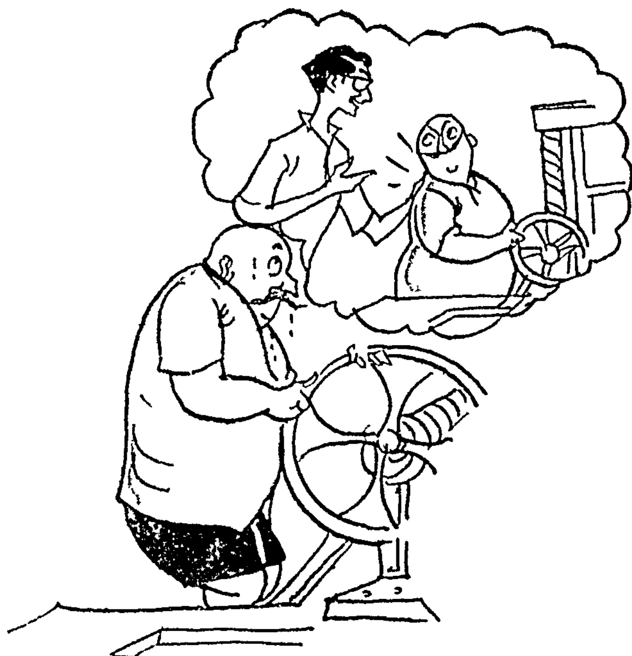
Even if Ram is doing a job badly and producing a lot of scrap, find out something to praise. Don't rush in and blame him. But once the ice is broken then rebuke him, and try to help him to do the job correctly next time. If you blame a man straightaway for something he bristles up. He becomes full of arguments trying to justify his stand.



## NOTHING

## LIKE

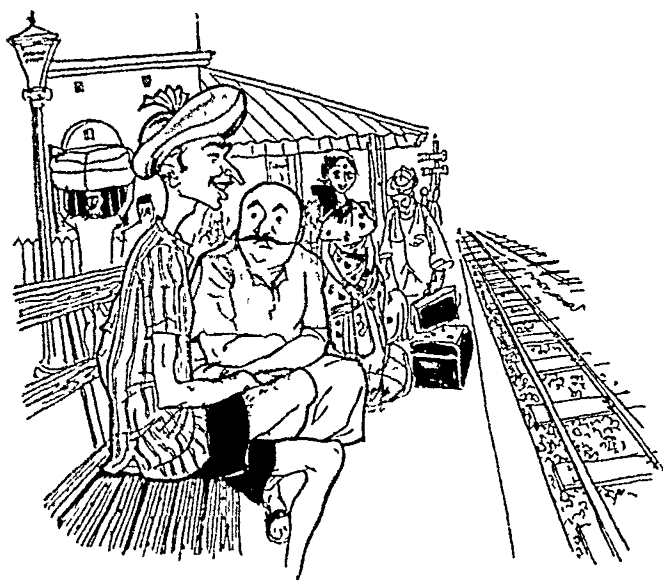
## PRAISE



"If only my boss was nice to me sometimes. He just tells me to get on with the job. He never asks me how I am. He never smiles at me. Whenever anything is wrong he is at me quickly enough; but when things are going well he never gives praise. He thinks I will get above myself. But he's wrong there. I am only human. I want a little bit of appreciation now and then."

RAM—

"Don't know why I didn't get promoted in that vacancy, Hari. I was the seniormost and I've got a completely clean record. I took the matter up with the Labour Officer and he just said that these are the orders of the Management. I haven't been given any reason. What have I done that's wrong? I'm fed up, Hari. I think I've had a raw deal. How can you expect me to work hard, if no one will give me a fair hearing."



HARI—

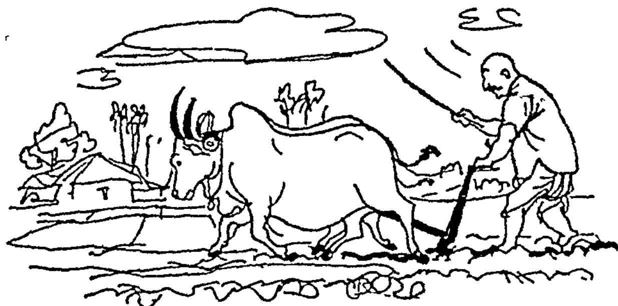
"You're right, Ram. I'd be fed up too. We like to feel that everyone gets a fair deal. We like to think the Works are governed by certain principles which will apply for all. This blue-eyed boy behaviour certainly gets my goat! It's certainly not going to get the best work out of us."




## AN ALIBI MAN ..

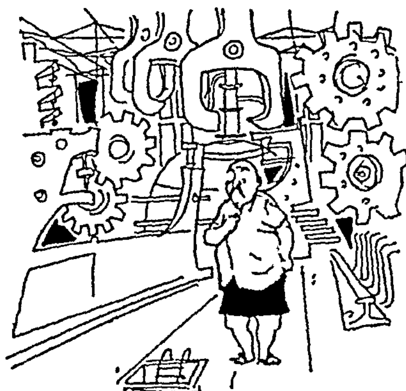
It's easy to have an alibi "The materials did not arrive in time". "Jagannathan fell sick." "It's Hari's fault". And so it goes on. What's the answer to this. It's check, and double check.. Look ahead. Always assume that things may go wrong. Take action to overcome possible lapses in advance. If you do this, you'll never need an alibi.

## FOR GENERATIONS...



Right from the time when Asoka ruled, Ram and his forefathers have been tilling the soil. There have been periods of intense work during the harvest months and complete idleness when the crops have been gathered.

In Ram's new environment he feels lost. Naturally he will make mistakes. You cannot blame him if he goes off the rails—it's not only a physical—but much more important—a spiritual upheaval for him to work in a factory.



Make allowances for the background of your men, their environment, their traditions.




# AN INDIVIDUAL TOO



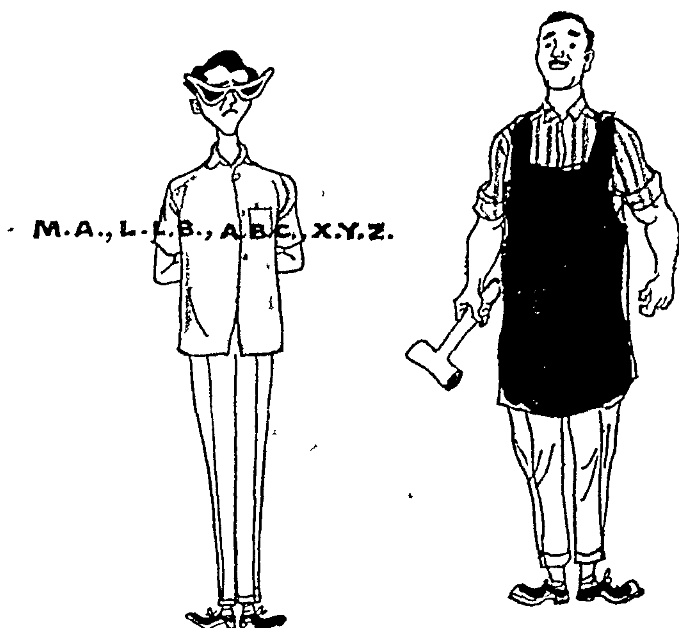


YOU have a nagging mother-in-law, YOU have teeth that give you trouble, YOU have an old mother who often becomes sick. And so it is with Ram. He also has his off days. He has troubles. He is an individual just as you are. Don't treat him as stone as you sometimes tend to do.

# WITH BAYONETS FIXED...



...following the Sgt. Major under a hail of shrapnel and bullets is no joke. But our Jawans have never flinched. And it's not as if they were specially well paid or anything like that. No, it's the way discipline has been built up. In the Army an officer sees to it that his men's shoes don't pinch, that they write letters to their homes. If they are in trouble he makes it his business to help them. There's a very close and real understanding between officers and men in the Army. And so it should be, and can be, in civilian life.




## ARGUING IS USELESS...

But it still goes on in every factory everywhere. The so-called theoretical man is always having arguments with the practical man. The probability is that, given the same experience, the man with qualifications by virtue of his having studied the theory of his subject would be able to do a job better than the practical man. It's all very well talking about 20 years experience. But 20 years experience can often mean ONE year's experience repeated 20 times.